

**California Program Improvement Plan  
Quarterly Report  
Reporting Period: July – September 2003**

**Safety Outcome 1, Item 2A**

<b>Improvement Goal:</b> The percentage of repeat maltreatment of children will decrease from 10.7 percent in 2000 to 8.9 percent by no later than March 31, 2005.	March 31, 2005:	
<b>Frequency of Measurement:</b> Measurement of progress toward national data standards using AFCARS and NCANDS data will be reported every six months. In addition, quarterly C-CFSR reports will show quantitative progress on improvement and completion of action steps by county.  By June 30, 2004, we expect to improve by 0.9 percent.	<b>AFCARS/NCANDS Semi-Annual Measures</b> – No report due this quarter.  December 2003: June 2004: December 2004: June 2005:	<b>C-CFSR Quarterly Data</b> – No report due this quarter.  March 2004: June 2004: September 2004: Dec 2004: March 2005: June 2005:
<b>Determination of Goal Achievement:</b> The goal will be achieved when this outcome for children improves from 10.7 percent to 8.9 percent by no later than March 31, 2005, and all action steps are completed.	<b>Date Improvement Goal Achieved:</b>  <b>Date all Action Steps completed:</b>	

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Safety Outcome 1, Item 2A Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<b>Action Step 1:</b> The CDSS will identify promising practices by reviewing the literature and practices in place in high performing counties (see glossary), such as comprehensive safety, risk, and needs assessment, and implement in every high priority county (see glossary). Specifically, in Los Angeles, the County has implemented a standardized approach to safety and risk assessment on all referrals. The County is in the process of implementing this same process at all key decision points in the life of a case (Emergency Response, Family Maintenance, Family Reunification, and Permanent Placement). Further the County is developing a comprehensive needs assessment that will be applied to all children entering the system. The CDSS will use the C-CFSR quarterly performance information to track progress in Los Angeles and to identify other counties that need assistance in meeting performance targets, and provide technical assistance (see glossary) to improve assessment practice and to coordinate access to services for families. <b>Cross-reference to Safety Outcome 1, Item 2b; Safety Outcome 2, Items 3 &amp; 4; Permanency Outcome 1, Item 5)</b>		
Promising Practices of high performing counties will be identified.	09/03	<ol style="list-style-type: none"> <li>1. CDSS will review safety practice literature (07/03)  <input checked="" type="checkbox"/> <b>Completed.</b></li> <li>2. Using C-CFSR (Matrix #1A&amp;B) CDSS will identify and develop a list of high performing counties for the performance indicator in this specific improvement goal (07/03)  <input checked="" type="checkbox"/> <b>Completed. Because C-CFSR data will not be available until January 2004, CDSS used alternate data measures to develop a list of high performing counties to initiate county reviews of safety performance.</b></li> <li>3. Using both online (CWS/CMS) and onsite reviews, CDSS will identify and document successful hotline, intake, risk/safety/needs assessments, procedures, systems and program practices (07/03)  <input checked="" type="checkbox"/> <b>Completed 9/03. CDSS developed an onsite review tool incorporating performance data, system analysis and county staff interviews. Onsite reviews occurred 8/27 to 9/12/03.</b></li> <li>4. CDSS will develop a Promising Practices Guide which will include model procedures, systems and practices (8/03)  <input checked="" type="checkbox"/> <b>Completed 9/03.</b></li> <li>5. CDSS will release guide to all counties in an ACIN as a resource to all counties (9/03)  <input checked="" type="checkbox"/> <b>Completed. The Promising Practices Guide and ACIN were completed 9/03. The ACIN will be distributed in October 2003, and the ACIN number is I-65-03. It will be available to all counties on the CDSS webpage.</b></li> </ol>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Safety Outcome 1, Item 2A Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p>Technical assistance will be provided to three high priority counties each quarter to assist in meeting performance targets and in improved assessments and coordinating access to services. Quarterly reports will document that the technical assistance has been provided.</p>	<p>06/05</p> <p>Co. / Date</p> <p>1-3: 9/03</p> <p>4-6: 12/03</p> <p>7-9: 03/04</p> <p>10-12: 06/04</p> <p>13-15: 09/04</p> <p>16-18: 12/04</p> <p>19-21: 03/05</p> <p>22-24: 06/05</p>	<ol style="list-style-type: none"> <li>1. Using Safety outcome C-CFSR (Matrix #1A &amp;B) data, CDSS will identify a list of all high priority counties (7/03)  <input checked="" type="checkbox"/> <b>Completed.</b></li> <li>2. From the high priority list, CDSS will select three counties to provide TA (07/03).  <input checked="" type="checkbox"/> <b>Completed. The counties selected were Sacramento, Lassen and Los Angeles.</b></li> <li>3. Using both online (CWS/CMS) and onsite reviews, CDSS will perform an analysis of the three high priority counties' current procedures, policies, systems and practices (07/03).  <input checked="" type="checkbox"/> <b>Completed. CDSS developed an onsite review tool incorporating performance data, system analysis and county staff interviews. Onsite reviews occurred 8/27 to 9/12/03.</b></li> <li>4. In partnership with each county, CDSS will compare the findings in the three counties to the Promising Practices Guide and develop a written action plan of specific procedures, policies, systems and practices to be implemented and identify steps, resources and timeframes (08/03).  <input checked="" type="checkbox"/> <b>The initial analysis of the high priority and high performing counties and the onsite reviews are completed. CDSS will continue to work with the high priority counties to develop action plans and begin implementation during the next quarter.</b></li> <li>5. CDSS staff will provide written and onsite TA, based on specific county's assessed needs and gaps, to the three counties during the implementation of the county action plans. Quarterly reports will document that the technical assistance has been provided (09/03).  <input checked="" type="checkbox"/> <b>Technical assistance to the counties has begun. For example, technical assistance was provided to Sacramento County by the Office of Redesign on July 23, August 6, August 27 and September 3. Staff also provided an onsite consultation on August 20 to assist Sacramento County in self-assessment and integrating the safety assessment approach and other components of the Redesign. In</b></li> </ol>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Safety Outcome 1, Item 2A Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>addition, staff/consultants from the Office of Redesign also made site visits to Los Angeles County on September 16, 18, 22, 23, 26 29 and 30, in order to assist the County in integrating the safety assessment approach, to assist in building community capacity and integrating other components of the Redesign.</p> <p><input checked="" type="checkbox"/> In addition, CDSS staff from the Children Services Operation and Evaluation Branch and the Child Protection and Family Support Branch conducted a site visit and review in Los Angeles County on September 10. A site visit and review was conducted in Sacramento County on August 28, and in Lassen County on August 27 and 28. Further technical assistance from the Office of Redesign and from Children Services Operation Branch has been provided through telephone contacts and e-mail. During the second quarter, as action plans are being developed, CDSS will continue to offer technical assistance to support the counties as they draft their action plans.</p>
CDSS will monitor and document the implementation of each county's action plan	06/05	<ol style="list-style-type: none"> <li>1. CDSS will track completion of county action steps (09/03).  <input checked="" type="checkbox"/> <b>Continuing. As action plans are developed, we will assist counties in implementing action plans.</b></li> <li>2. Based on C-CFSR quarterly reports CDSS will provide ongoing TA to each county until performance goals are met. Quarterly reports will document that the technical assistance has been provided (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05).  <input checked="" type="checkbox"/> <b>See previous benchmark and tasks.</b></li> <li>3. Every quarter three new high priority counties will be selected for TA through the end of the PIP. A new TA cycle will be completed each quarter for 12/03, 03/04, 06/04, 09/04, 12/04, 03/05 and 06/05.  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> <li>4. CDSS will track county safety outcome improvement data from the C-CFSR (Matrix #1A &amp;B) and report quarterly beginning 12/03. (06/05)</li> </ol>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Safety Outcome 1, Item 2A Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<input checked="" type="checkbox"/> <i>No report due this quarter.</i>
<p>Los Angeles County will implement a risk assessment process at all key decision points within the life of the case</p>	<p>11/03</p>	<p>A training plan was developed to implement on a priority basis as follows:</p> <ol style="list-style-type: none"> <li>1. All Los Angeles County Hotline staff have been trained in completing assessments and are using decision tree protocols.  <input checked="" type="checkbox"/> <b>Completed 2/03.</b> In addition, Los Angeles County Information and Technology section is providing technical support to approximately 230 Hotline staff using Structured Decision Making (SDM).</li> <li>2. All Los Angeles County Emergency Response workers have been trained and started using risk and safety assessments for all referrals.  <input checked="" type="checkbox"/> <b>Completed 4/03.</b> In addition, SDM use has been expanded by making it available by Palm Pilot to Emergency Response workers. Approximately 30 outstationed Emergency Response Command Post staff were trained on the use of the Palm Pilot version.</li> <li>3. All Los Angeles County Emergency Response workers were trained and started using the strengths and needs assessment.  <input checked="" type="checkbox"/> <b>Completed 4/03.</b></li> <li>4. All Los Angeles County Family Maintenance and Family Reunification staff will be trained in risk and safety assessments to ensure the safety of children in-home as well as those returning home. In addition, they will be trained to use the strengths and needs assessment and begin using them (11/03).  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> <li>5. All new staff will receive training, and refresher training will be available as needed beginning 04/03. (06/05)  <input checked="" type="checkbox"/> <b>Completed 4/03. New staff and refresher training is available.</b></li> </ol>
<p>CDSS will provide technical support on the implementation of risk assessment in Los Angeles county</p>	<p>06/05</p>	<p>Beginning 10/02 and as needed, CDSS and our contract staff will continue to provide focused technical assistance to assist Los Angeles County in the full implementation of risk assessment. (06/05)  <input checked="" type="checkbox"/> <b>CDSS continues to provide technical assistance and training</b></p>

**California Program Improvement Plan  
Quarterly Report  
Reporting Period: July – September 2003**

Safety Outcome 1, Item 2A Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>to Los Angeles County in their planning and implementation of risk assessment. Through a contract with the National Council on Crime and Delinquency (NCCD), Los Angeles County has received a variety of trainings, presentations, on-site technical assistance, as well as telephone and e-mail consultations to support their goal of the countywide implementation of formal risk assessment from 10/02 to the present. The following lists only the onsite technical assistance visits.</p> <ul style="list-style-type: none"> <li>• December 12, 13, 16, &amp; 17, 2002 - Onsite training for trainers conducted by NCCD on use of all components of formal assessments for LA trainers and key Hotline, Emergency Response (ER), and other key staff (approximately 25 participants).</li> <li>• December 18, 2002 - Onsite presentation and technical assistance (TA) by NCCD to provide an overview of the formal assessment model to all high level administrators countywide in preparation of phased in countywide implementation (approximately 150 participants).</li> <li>• January 14 and 15, 2003 - three focused onsite training for trainers sessions conducted by NCCD for LA trainers including trainer for Hotline) and key ER staff from regional offices in use of formal assessments (approximately 90 participants).</li> <li>• January 16, 2003 - Onsite TA visit by CDSS staff and NCCD to participate in implementation oversight committee meeting to discuss training and implementation planning for Hotline, ER personnel countywide, as well as phased in implementation plan for family maintenance (FM), family reunification (FR) and Permanency Planning (PP) personnel countywide (approximately 40 participants). The training plan for the Hotline was approved and the training plan for ER was modified to more quickly train all ER staff.</li> <li>• February 3, 2003 - Onsite TA visit by CDSS and NCCD to provide additional consultation in preparation for</li> </ul>

**California Program Improvement Plan  
Quarterly Report  
Reporting Period: July – September 2003**

Safety Outcome 1, Item 2A Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>additional focused supervisor training sessions regarding the county's training plan (approximately 30 participants).</p> <ul style="list-style-type: none"> <li>• May 5, 2003 - Onsite TA visit by CDSS and NCCD to provide consultation to the implementation oversight committee that included key staff from Hotline, Emergency Response, and FM/FR/PP offices (approximately 22 participants) to discuss implementation plans for two Phase One FM/FR/PP offices and roll out schedule for the other regional offices. CDSS/NCCD agreed to provide a focused training for trainers session on May 28 and 29, 2003.</li> <li>• May 6, 2003 - Onsite TA visit by CDSS/NCCD to the Hotline to conduct referral case readings and provide feedback to staff and management on implementation (approximately 15 participants).</li> <li>• May 28 &amp; 29, 2003 - training for trainers conducted by NCCD for LA trainers and key regional office staff to enable LA to train their regional offices during each Phase One office roll out (approximately 40 participants).</li> <li>• May 30, 2003 - supervisory training session conducted by NCCD for LA trainers and supervisors from Phase One offices (approximately 40 participants).</li> </ul>
CDSS will monitor the implementation of risk assessment in Los Angeles County	06/05	<p>CDSS will report quarterly on the status of implementation and the technical assistance provided (09/03, 12/03, 03/2004, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <p>✓ As a result of the training for trainers sessions provided by the CDSS contractor, NCCD, and technical assistance provided by CDSS and NCCD, Los Angeles County has (1) trained all Hotline, Command Post, and Emergency Response staff, (2) trained family maintenance (FM), family reunification (FR) and Permanency Planning (PP) staff in four regional offices, (3) planned implementation for FM and FR staff in four additional offices in October, and (4) developed a phased-in</p>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Safety Outcome 1, Item 2A Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		implementation plan for the rest of the FM and FR staff in the rest of the regional offices. Los Angeles County is developing a strategy for monitoring and tracking the completion of the assessments to more efficiently track implementation. CDSS continues to provide technical assistance as needed to support the county's implementation efforts.
<b>Action Step # 2:</b> The CDSS will develop a legislative proposal to modify the current 12-month limit on Family Maintenance Services. This change will allow counties to have appropriate flexibility and enough time to ensure child safety and improved family functioning before closing a case. Upon passage of legislation, the CDSS will implement statewide. <b>(Cross-reference to Safety Outcome 2, Item 3 &amp; 4; Permanency Outcome 1, Item 5)</b>		
Prepare a policy analysis, including legal issues to identify the issues/problems with the statute as currently written. Discuss issues and decide if statutory/regulatory changes are necessary.	04/03	CDSS completed policy analysis as part of documentation of changes necessary for PIP (04/03). <input checked="" type="checkbox"/> <b>Completed.</b>
Analyze fiscal impact (including cost avoidance for re-entries) if the 12-month limit were extended.	05/03	CDSS completed fiscal analysis as part of May Revise to the Governor's Budget (05/03). <input checked="" type="checkbox"/> <b>Completed.</b>
Submit proposal	05/03	Introduced language into Trailer Bill as part of the May Revise (05/03). <input checked="" type="checkbox"/> <b>Completed. A legislative proposal was developed by CDSS and submitted in May 2003 to the Legislature for possible inclusion in budget trailer language. A decision by budget committee staff was made not to include the language at that time pending further policy discussions about the proposal. This legislative policy may be reconsidered when the Legislature reconvenes in January 2004.</b>
If legislation passes, implement through All County Letter (ACL) and regulation processes as needed.	09/03 (assumes legislation passes on 7/1/03)	1. CDSS will identify implementation issues, including fiscal, claiming, regulation changes, initial and ongoing training needs and CWS/CMS changes (07/03). <input checked="" type="checkbox"/> <b>Completed.</b> 2. CDSS will draft, with County input, an implementing ACL incorporating necessary initial implementation instructions including countywide level staff training instructions, procedures and system changes. ACL will



**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Safety Outcome 1, Item 2A Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>instruct counties to ensure all FM case carrying staff and supervisors be trained on this change within 30 days of receipt of letter (08/03).</p> <p><input checked="" type="checkbox"/> <b>As legislation has not yet passed, an ACL cannot be drafted.</b></p> <p>3. CDSS will issue implementing ACL, which as a formal policy letter has full authority to implement new provision of law (09/03).</p> <p><input checked="" type="checkbox"/> <b>As legislation has not yet passed, an ACL cannot be issued.</b></p> <p>4. CDSS will incorporate this change into statewide training curriculum. (09/03). (Cross reference to Systemic Factor 4 Items 32 and 33.)</p> <p><input checked="" type="checkbox"/> <b>As legislation has not yet passed, training cannot be modified.</b></p> <p>5. CDSS will initiate CWS/CMS change process request and include in first available system update, interim workaround instructions will be provided, if feasible, to the counties as appropriate (09/03). (Note-If CWS/CMS change requires Federal IT approval, implementation will be delayed).</p> <p><b>As legislation has not yet passed, CWS/CMS cannot be modified. This item, however, was not identified as one that would necessitate a change to CWS/CMS in order to implement.</b></p>
		<p>6. CDSS will begin regulation change process (9/03 regulation changes take approximately nine months-ACL remains in force during the interim time period).</p> <p><input checked="" type="checkbox"/> <b>CDSS will begin any necessary regulation changes when the legislation passes.</b></p>
CDSS will monitor implementation	06/05	<p>CDSS will track quarterly, using the CWS/CMS, the increase in cases where services are extended beyond 12 months in order to ensure county implementation of this law and policy change beginning (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p> <p><input checked="" type="checkbox"/> <i>No report due this quarter.</i></p>
<p><b>Action Step #3:</b> The CDSS, will work with the California Department of Mental Health (DMH), the California Department of Alcohol and Drug Programs (ADP), County Welfare Directors Association (CWDA), Chief Probation Officers of California (CPOC), the associations representing the county mental health directors, alcohol and drug program directors (Proposition 36 funding), and the local county First Five Association and the State First Five Commission to ensure that children and families in the California child welfare services system receive the appropriate priority for services across systems. The main part of this effort, however, will occur as part of the C-CFSR county self-assessment and planning process described in the introduction. The state will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties. In addition, as part of the C-CFSR county self-</p>		

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Safety Outcome 1, Item 2A Action Steps/Benchmarks	Projected Dates of Completion	Tasks
assessment process, the state will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties. <b>(Cross-reference to Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 17; Systemic Factor 5, Item 36)</b>		
The CDSS Deputy Director of Children and Family Services, along with the CDSS Deputy Director of Welfare to Work, will convene monthly meetings with program deputy directors at the Departments of Alcohol and Drug Programs, Health Services, Mental Health, Developmental Services, Justice and Education to ensure cross-departmental coordination and implementation of the PIP and Redesign efforts. This group is called the "Interagency Child Welfare Services Team" and will focus on optimizing good outcomes for children and families served in common between and among departments.	06/05	<ol style="list-style-type: none"> <li>1. Letter of invitation sent by Director Saenz to directors of named departments (May 13, 2003)  <input checked="" type="checkbox"/> <b>Completed.</b></li> <li>2. Appointments made by respective directors (05/03)  <input checked="" type="checkbox"/> <b>Completed. Appointments were made and the meeting was attended by representatives at the Deputy Director level from Alcohol and Drug Programs, Office of the Attorney General, Departments of Education, Health Services, Mental Health and Social Services in the Children and Family Services (convener) and Welfare-to-Work Divisions. A member of the Foundation Consortium for California's Children &amp; Youth also attended. Representatives from Departments of Developmental Services, Employment Development and Proposition 10 were invited to join the following meeting.</b></li> <li>3. First meeting held May 21, 2003; regular monthly meetings to begin. (06/05)  <input checked="" type="checkbox"/> <b>Regular monthly meetings have begun and were held May 21, June 26, July 17, August 28 and September 25, 2003. At the May meeting, the members of the Interagency Child Welfare Services Team discussed the purpose of the meeting and its critical role in ensuring that children and families in the California child welfare services system receive the appropriate priority for services across systems.</b>   <b>At the June meeting, during a roundtable discussion, each department identified the impact of the Redesign on their populations, and the intersections among the various populations served and programs administered in each department.</b>   <b>At the July meeting, each department was asked to provide by</b> </li> </ol>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Safety Outcome 1, Item 2A Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>the October 1 meeting a list of various outcomes that each department's programs strive to achieve with a particular population, and the associated mandate(s). The group also will collect information on the planning process and planning bodies required at the state, county and community levels by their programs that impact families and children.</p> <p>At the August meeting, a draft list of funding resources for youth services was discussed, the Foundation Consortium updated the group on the Pilots to Policy Conference featuring the Redesign to be held in February 2004 and departments provided updates.</p> <p>At the September meeting, the final Stakeholders report "<i>CWS Redesign: The Future of California's Child Welfare Services</i>" was presented, and implementation plans discussed along with an overview of the new Champions for Children Group.</p> <p>4 First item of business will be development of a Team Charter outlining purpose, membership, first tasks and timelines. Areas of focus for the Team include: identifying and removing interagency systemic barriers to accessing services; coordination of services at the state and local levels; leveraging of funds across program areas; policy development to promote service coordination and integration. (09/03)  <input checked="" type="checkbox"/> <b>Completed 7/03. (See attached Vision Statement)</b></p> <p>5 CDSS will share a copy of the charter with ACF (09/03)  <input checked="" type="checkbox"/> <b>Completed 8/03. (see attached Purpose Statement)</b></p> <p>6 The Team will be informed, on an ongoing basis, by the C-CFSR process including self-assessments and SIPs. (09/04)  <input checked="" type="checkbox"/> <b>Beginning 9/03, the team has been briefed as to the C-CFSR process, and will begin receiving regular information when the self-assessments and SIPs are submitted.</b></p> <p>7 The Interagency Team will prioritize and make recommendations based on the CDSS analysis (12/04)</p>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Safety Outcome 1, Item 2A Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<input checked="" type="checkbox"/> <i>No report due this quarter.</i> 8 Policy changes will be implemented through appropriate regulatory, statutory instructions to county agencies beginning 09/04. (06/05) <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
The Interagency Team, as appropriate will implement changes within their areas of responsibility.	06/05	1. CDSS will review all counties' self-assessments and compile and analyze the data on service array, gaps and barriers beginning 09/04. (06/05) <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 2. CDSS and other interagency departments will provide technical assistance to high priority counties, i.e., counties that have identified significant gaps in the service array, including providing counties guidance on strategies for improving building capacity and access to services – to be included in the county SIP beginning 1/05. (06/05) <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 3. CDSS will review all SIPs and compile and analyze the information contained in the SIPs. Based on this analysis make appropriate recommendations for the federal and state governments, including resource issues as well as other state and federal level issues. CDSS will share these findings with the Interagency Team. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05) <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
CDSS will monitor implementation of state/county changes in policy, procedure and regulation recommended by the interagency work group.	06/05	CDSS will track and report quarterly on completion of the Interagency Teams recommendations. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05). <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
<b>Action Step #4:</b> The CDSS, through the CWS Redesign, will begin developing and implementing a statewide comprehensive assessment approach to safety that includes determining levels of safety, risk, parental protective capacity and family strengths and needs throughout the life of the case. <b>(Cross-reference to Safety Outcome 1, Item 2B; Safety Outcome 2, Items 3 &amp; 4; Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 20; Systemic Factor 5, Item 37)</b>		
The Safety and Practice Workgroup of the CWS Stakeholders Group determined effective elements of current safety assessment tools in use	08/03	1. Research and analysis of national safety and risk assessment processes completed. (06/02). <input checked="" type="checkbox"/> <b>Completed.</b> 2. Safety and Practice Workgroup formed (10/02). Consultants selected to

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Safety Outcome 1, Item 2A Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p>throughout the country for in the development of an approach to the assessment of safety, risk, parental protective capacity, and family strengths by California's counties.</p>		<p>support workgroup in development of California's safety, risk and protective capacity assessment (11/02).  <input checked="" type="checkbox"/> <b>Completed.</b></p> <p>3. <b>Research, analysis, and constructs of California's safety, risk and protective capacity assessment approach (06/03).</b>  <input checked="" type="checkbox"/> <b>Completed. Through an RFP process, an expert consultant team was selected to facilitate a workgroup of child welfare service stakeholders to research, analyze and construct California's safety, risk and protective capacity assessment approach. The team met six times over a nine month period.</b></p> <p>4. <b>Completion of California's approach to the safety assessment, including tools and how they apply to both in and out-of-home care. (08/03)</b>  <input checked="" type="checkbox"/> <b>Research and analysis is completed, and the report submitted to CDSS 9/03. The Standardized Approach to the Assessment of Safety, Risk and Parental Protective Capacity will bring statewide uniformity to child welfare decision-making and enables a determination of response paths. Recognizing the varied assessment environments in the counties, the focus is on an approach to assessment rather than to mandate a specific model with prescribed tools. The implications are that different decision-making tools may be used in different counties, but that the overall approach to assessment will be standardized. A clear conceptual framework for assessment will be accompanied by guidelines as to how to apply the approach to key decisions.</b></p>
<p>Los Angeles and two medium sized counties (see Glossary) will begin testing the safety assessment approach that embodies the approach developed by the Safety and Practice Workgroup. Safety and risk components will be implemented, as well as a strengths and needs assessment component. The strengths and needs assessment will be</p>	<p>05/04</p>	<p>1. <b>Begin testing the approach to safety assessment through the application of safety assessment tools in Los Angeles and two medium sized counties (09/03).</b>  <input checked="" type="checkbox"/> <b>To assist counties in integrating the safety assessment approach, differential response and other components of the Redesign, a Request for Application (RFA) was sent to all 58 counties in April 2003. A total of \$2.6 million in CDSS incentive funds was provided to counties to assist them with planning, assessing and developing implementation strategies</b></p>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Safety Outcome 1, Item 2A Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p>used to determine the level of family need in key service areas and be utilized for case planning and service provision. These assessments will be conducted throughout the life of the case. The use of safety assessment tools that embody the approach developed by the Safety and Practice Workgroup will be fully implemented in Los Angeles and the other two test site counties.</p>		<p>for the Redesign. This RFA was designed to support counties and to assist them with self-assessment and identification of their readiness to participate and implement the Redesign. With the RFA, counties were asked to complete a Readiness Matrix as a self-assessment tool. Responses were received from 45 counties by September 15. Those counties interested in being part of the initial implementation phase (Cohort 1) were asked to submit a Letter of Intent. The Office of Redesign Implementation used multiple evaluation tools, the responses to the Matrices, and Letters of Intent to select Cohort 1 counties. Finally, as part of this process, the Cohort 1 counties (see below) are testing the approaches to safety assessment.</p> <p>2. CDSS will provide technical assistance, in the form of onsite training of staff and monitoring of use of tools to Los Angeles and two medium sized counties to test the formal safety assessment process beginning 09/03.</p> <p>(05/04)</p> <p><input checked="" type="checkbox"/> Beginning 9/03, CDSS selected 11 counties (Los Angeles, Stanislaus, San Mateo, Sacramento, Placer, Contra Costa, San Luis Obispo, Humboldt, Trinity, Tehama and Glenn) to be early implementers as part of Redesign.</p> <p>Technical assistance to the counties has begun. For example, technical assistance was provided to Sacramento County by the Office of Redesign on July 23, August 6, August 27 and September 3. Staff also provided an onsite consultation on August 20 to assist Sacramento County in assessing and integrating the safety assessment approach and other components of the Redesign. Further, the Office of Redesign made site visits to Los Angeles County on September 16, 18, 22, 23, 26 29 and 30, in order to assist the county in integrating the safety assessment approach, building community capacity and integrating other components of the Redesign. In September, a consultant from the Office of Redesign made a site visit to Stanislaus County that included a presentation on safety and on differential response. On August 19, staff from the Office of Redesign made a site visit to Glenn County to</p>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Safety Outcome 1, Item 2A Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>assist in integrating the safety assessment approach, building community capacity and integrating other components of the Redesign. Site visits have also been made to San Mateo, Tehama and Trinity Counties. Further technical assistance from the Office of Redesign been provided through telephone contacts and e-mail. Meetings are being set with the counties to continue the technical assistance and to strategize about testing the approach in the Cohort 1 Counties.</p>
The safety assessment approach will be evaluated and recommendations will be made for any adjustments before expanding the number of counties using it.	05/04	<p>CDSS will evaluate the test results and make any necessary adjustments to safety assessment process/tools/training (05/04).  <input checked="" type="checkbox"/> No report due this quarter.</p>
The validated safety assessment is implemented in 25 counties.	06/05	<ol style="list-style-type: none"> <li>Twenty-five counties will be selected to begin preparation to utilize the new approach to safety assessment. Counties will have detailed implementation plans developed through the Request for Applications (RFA) planning process which are approved in advance by the CDSS. (01/04)  <input checked="" type="checkbox"/> No report due this quarter.</li> <li>Counties selected to implement the safety assessment will begin using the new approach beginning and will roll out as resources are available to start implementation 05/04. (06/05)  <input checked="" type="checkbox"/> No report due this quarter.</li> <li>All counties implementing the safety assessment will be fully operational within three months of start date. CDSS will review and have copies of each county's operational procedures that instruct staff on safety assessment. (06/05)  <input checked="" type="checkbox"/> No report due this quarter.</li> </ol>
The CDSS will monitor the progress of the implementation of the safety assessment approach to ensure it is used countywide throughout the life of the case.	06/05	<p>CDSS will report progress of the implementation of the safety assessment approach in each county, including staff training and development of procedures quarterly. (06/04, 09/04, 12/04, 03/05, 06/05).  <input checked="" type="checkbox"/> No report due this quarter.</p>



**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Safety Outcome 1, Item 2A Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<b>Action Step #5:</b> The CDSS will develop and implement a framework for a differential response system as part of the CWS Redesign process. <b>(Cross-reference to Safety Outcome 2, Items 3 &amp; 4; Well-Being Outcome 1, Item 17; Systemic Factor 5, Item 36)</b>		
The differential response framework will be developed to include elements necessary to meet the needs of children and families. Elements of the design will include: 1) structures and protocols necessary for communities to build capacity, develop resources and create partnerships to create an array of quality services and; 2) assessments, tools and protocols for counties to respond to the needs of children and families from hotline screening protocols on how to assess and engage with families, identifying service needs, skills on connecting families to community resources and finally, ensuring appropriate follow up that families received services.	06/03	<ol style="list-style-type: none"> <li>1. An RFA was sent to all 58 California counties (04/03) to solicit proposals on implementing elements of the Redesign and 51 counties have responded and will receive planning grants to prepare for implementation of various elements (05/03).  <input checked="" type="checkbox"/> <b>Completed.</b></li> <li>2. The CWS Stakeholders Workgroup Differential Response and Case Resolution will complete the differential response framework (06/03).  <input checked="" type="checkbox"/> <b>Completed 9/03.</b> The differential response framework is provided in detail in the <i>CWS Redesign: The Future of California's Child Welfare Services Final Report, September 2003</i>. This framework provides for a flexible, customized approach within identified response paths to reports of child abuse or neglect based on an assessment of safety and risk, and the ascertainment of facts to determine the strengths and needs of the child and his or her family. Redesign calls for three response paths: community response, CWS Response and CWS High Risk Response. It focuses on engaging families both to recognize behaviors that put or keep their children at risk and to change those behaviors through the assistance of supports and services.</li> </ol>
Los Angeles and two medium sized counties will be designated Redesign test counties to test the implementation of differential response system.	06/04	<p>Los Angeles and two medium sized counties will begin implementation of differential response 09/03. (05/04)</p> <input checked="" type="checkbox"/> <b>Implementation began 9/03.</b> On September 23, 11 counties, which is eight more counties than initially planned, were notified of their selection as Cohort 1 counties. Those counties are Los Angeles, Stanislaus, San Mateo, Sacramento, Placer, Contra Costa, San Luis Obispo, Humboldt, Trinity, Tehama and Glenn. Official planning for Cohort 1 counties on the safety assessment approach, differential response and other components of the Redesign began the week of 9/28/03. Additional meetings are already scheduled to continue operational development.



**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Safety Outcome 1, Item 2A Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Evaluate the test sites implementation of differential response.	05/04	1. CDSS and our consultants will evaluate the test sites implementation and make adjustments as needed to the tools, assessments and protocols. (05/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 2. Twenty-five counties will be selected to begin advanced training in preparation for implementing differential response including training, resource development and protocols (04/04). <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
Implement differential response in selected counties.	06/05	1. The selected counties will begin implementation of differential response and roll out as resources are available starting 05/04. (06/05) <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 2. CDSS will provide ongoing technical support to all implementing counties, through our consultants on training, resource development strategies and leveraging existing resources beginning 05/04. (06/05) <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
The CDSS will monitor the progress of implementation of differential response in the counties.	06/05	CDSS will track completion of implementation plans and quarterly data from the C-CFSR on hotline calls, responses, intake and services as measured from point of county implementation to ensure progress. (09/04, 12/04, 03/05 and 06/05). <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
<b>Program Contacts - Action steps 1, 2 &amp; 3: Nina Grayson; Action steps 4 &amp; 5: Eileen Carroll</b>		

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

**Safety Outcome 1, Item 2B**

<b>Improvement Goal:</b> The percentage of maltreatment of children in foster care will decrease from 0.67 percent in 2000 to 0.53 percent no later than March 31, 2005. <sup>1</sup>	March 31, 2005:	
<b>Frequency of Measurement:</b> Measurement of progress toward national data standards will be reported every six months from AFCARS/NCANDS. C-CFSR quarterly reports will report quantitative progress on improvement by county and the completion of the action steps.  By June 30, 2004, we will improve by 0.07 percentage points.	<b>AFCARS/NCANDS Semi-Annual Measures:</b> – No report due this quarter.  December 2003: June 2004: December 2004: June 2005:	<b>C-CFSR Quarterly Data:</b> – No report due this quarter.  March 2004: June 2004: September 2004: Dec 2004: March 2005: June 2005:
<b>Determination of Goal Achievement:</b> The goal will be achieved when the State's rate of safety for children improves from 0.67 percent, using the alternate data source for the year 2000, to 0.53 percent by March 31, 2005. All action steps will be completed.	<b>Date Improvement Goal Achieved:</b>  <b>Date all action steps completed:</b>	

<b>Safety Outcome 1, Item 2B Action Steps/Benchmarks</b>	<b>Projected Dates of Completion</b>	<b>Tasks</b>
<b>Action Step 1:</b> The CDSS will work with high priority counties (see glossary) to identify problem areas (see C-CFSR matrix) and will provide technical assistance (see glossary) to those counties to implement strategies to reduce the incidence of child abuse and neglect in foster care. Specifically, Los Angeles County is in the process of assessing and re-engineering all placement policies and practices with a focus on reducing incidents of maltreatment in out-of-home care.		
The CDSS will analyze data and stratify it by age and placement type to identify where abuse in foster care is occurring (e.g. group homes, trial home visits).	09/03	CDSS will analyze C-CFSR data stratified by age and placement type to identify where abuse in out-of-home care occurs (e.g. group homes, trial home visits) (09/03). <input checked="" type="checkbox"/> Although C-CFSR data will not be available until January 2004, CDSS used alternate data measures to complete this task. A list of high performing and high priority counties was developed to initiate the county reviews of safety performance.

<sup>1</sup> The baseline data in the safety profile was set at 1.06 percent; however a recalculation using the same methodology resulted in a revised measure of .67 percent.

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Safety Outcome 1, Item 2B Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p>The CDSS will work with three counties per quarter, and make recommendations based on the findings to reduce the incidence of child abuse and neglect in foster care. Progress toward completion of the benchmark will be documented in the quarterly reports.</p>	<p>06/05 Co. / Dates</p> <p>1-3: 09/03 4-6: 12/03 7-9: 03/04 10-12: 06/04 13-15: 09/04 16-18: 12/04 19-21: 03/05 22-24: 06/05</p>	<ol style="list-style-type: none"> <li>1. Using safety outcome C-CFSR data (Matrix 1C, 1D &amp; 2A) CDSS will develop a list of all high priority counties (07/03).  <input checked="" type="checkbox"/> <b>Completed. Because C-CFSR data will not be available until January 2004, CDSS used alternate data measures to develop a list of high priority counties.</b> </li> <li>2. From the high priority list, CDSS will select three counties to provide technical assistance (07/03).  <input checked="" type="checkbox"/> <b>Completed 8/03. The high priority counties identified were Sacramento, Los Angeles and Lassen.</b> </li> <li>3. Using both online (CWS/CMS) and onsite reviews, CDSS will perform an analysis of the three high priority counties current procedures, policies, systems and practices (07/03).  <input checked="" type="checkbox"/> <b>Completed 9/03. CDSS developed an onsite review tool incorporating performance data, system analysis and county staff interviews. Onsite reviews occurred 8/27 to 9/12/03.</b> </li> <li>4. In partnership with each county, CDSS will compare the findings in three counties to the Promising Practices Guide and develop a written action plan of specific procedures, policies, systems and practices to be implemented and identify steps, resources and timeframes (08/03).  <input checked="" type="checkbox"/> <b>The initial analysis of both the high priority and high performing counties has been completed. CDSS will continue to work with the high priority counties to develop action plans and begin implementation during the next quarter.</b> </li> <li>6. CDSS staff will provide written and onsite technical assistance, based on specific county's assessed needs and gaps (including training for hotline supervisors as needed), to each county during implementation of the county action plans. Quarterly reports will document that the technical assistance has been provided (9/03)  <input checked="" type="checkbox"/> <b>Technical assistance to the counties has begun. For example, technical assistance was provided to Sacramento County by the Office of Redesign on July 23, August 6, August 27 and September 3. Staff also provided an onsite consultation on</b> </li> </ol>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Safety Outcome 1, Item 2B Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>August 20 to assist Sacramento County in assessing and integrating the safety assessment approach and other components of the Redesign. Further, the Office of Redesign made site visits to Los Angeles County on September 16, 18, 22, 23, 26 29 and 30, in order to assist the County in integrating the safety assessment approach, in building community capacity and integrating other components of the Redesign.</p> <p>In addition, CDSS staff from the Children Services Operation and Evaluation Branch and the Child Protection and Family Support Branch conducted a site visit and review in Los Angeles County on September 10. A site visit and review was conducted in Sacramento County on August 28, and in Lassen County on August 27 and 28. Further technical assistance from the Office of Redesign and from Children Services Operation Branch has been provided through telephone contacts and e-mail. During the second quarter, as action plans are being developed, CDSS will continue to offer technical assistance.</p>
CDSS will monitor the implementation of improvement strategies.	06/05	<ol style="list-style-type: none"> <li>1. CDSS will track and document completion of all steps in the action plan (09/03).  <input checked="" type="checkbox"/> Continuing. As action plans are developed, we will assist counties in implementing action plans.</li> <li>2. CDSS will track county safety outcome improvement data from the C-CFSR (Matrix 1C, 1D &amp; 2A) and report quarterly (12/03, 03/04, 06/04, 09/04, 12/04, 03/05,06/05).  <input checked="" type="checkbox"/> No report due this quarter.</li> <li>3. Based on C-CFSR quarterly reports, CDSS will provide ongoing technical assistance to each county until performance goals are met. Quarterly reports will document that the technical assistance has been provided beginning (12/03).  <input checked="" type="checkbox"/> No report due this quarter.</li> <li>4. Every quarter, three new high priority counties will be selected for technical assistance through the end of the PIP. A new technical</li> </ol>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Safety Outcome 1, Item 2B Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>assistance cycle will be completed each quarter 12/03, 03/04, 06/04, 09/04, 12/04, 03/05 and 06/05.</p> <p><input checked="" type="checkbox"/> <i>No report due this quarter.</i></p>
<p>Los Angeles County Department of Children and Family Services (LA-DCFS) will implement the changes in placement policies, procedures and practices.</p>	<p>03/04</p>	<p><b>Los Angeles Strategy</b></p> <p>1. LA-DCFS will complete review and develop a matrix of all of the placement decision points (08/03)</p> <p><input checked="" type="checkbox"/> <b>Review completed.</b> A review and analysis of placement decision points has been conducted. A matrix was not developed, as it was concluded it would not be useful. Los Angeles DCFS is in the process of developing a protocol for placement decisions that will focus on (1) a diligent search for appropriate relatives; (2) the child's need will be paramount in determining the selection of placement (absent availability of appropriate relatives); and (3) appropriately matched resources will be provided for each placement request from social workers. The protocol will be finalized by the next quarter. Several changes in Los Angeles County's placement process are now being implemented to more appropriately meet children's placement needs.</p> <p>2. Based on review, LA-DCFS will design and identify a placement procedure process that matches the child's needs (10/03).</p> <p><input checked="" type="checkbox"/> <i>No report due this quarter.</i></p> <p>3. LA-DCFS will implement quality assurance procedures to monitor compliance with the new placement decision-making process (10/03)</p> <p><input checked="" type="checkbox"/> <i>No report due this quarter.</i></p> <p>4. LA-DCFS will develop a training curriculum and train workers on the new placement process (12/03)</p> <p><input checked="" type="checkbox"/> <i>No report due this quarter.</i></p> <p>5. LA-DCFS will implement the new process beginning 12/03. (03/04)</p> <p><input checked="" type="checkbox"/> <i>No report due this quarter.</i></p>
<p>CDSS will provide technical assistance to</p>	<p>03-04</p>	<p>CDSS staff will review and provide technical assistance to Los Angeles</p>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Safety Outcome 1, Item 2B Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Los Angeles County		<p>County on implementation plans, action steps and training improvements beginning 08/03. (03/04)</p> <p><input checked="" type="checkbox"/> Throughout September 2003, the Office of Child Welfare Redesign provided technical assistance to Los Angeles County on plans for implementing the Redesign. On September 16, 18, 22, 23, 26, 29 &amp; 30, site visits were made to assist the County in integrating the safety assessment approach, building community capacity and integrating other components of the Redesign. In addition, CDSS staff from the Children Services Operation and Evaluation Branch and the Child Protection and Family Support Branch conducted a site visit and review in Los Angeles County on September 10. Further technical assistance from the Office of Redesign and Children Services Operation Branch has been provided through telephone contacts and e-mail. During the second quarter, as action plans are being developed, CDSS will continue to offer technical assistance.</p>
<b>Action Step # 2:</b> The CDSS will work with counties to determine where additional support services may be needed for caregivers and identify resources that can provide support services for caregivers in counties (see C-CFSR matrix).		
Counties will identify support services needed and resources to meet the needs. Plans will be developed to provide services, and implemented.	06/04	<p>Counties will perform a countywide self-assessment process and identify strengths and areas that need improvement. (06/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
CDSS will approve county System Improvement Plans (SIPs)	09/04	<ol style="list-style-type: none"> <li>Based on self-assessments, counties will develop SIPs including a strategy to recruit foster parents for special needs children (09/04). <input checked="" type="checkbox"/> No report due this quarter.</li> <li>CDSS will provide onsite technical assistance during both the self assessment and the SIP development based on data from the C-CFSR (Matrix Census data, 4A, B, C &amp; E), survey and promising practice guides to focus on problem identification and proven successful strategies used by high performing counties to guide the development of county SIPs beginning 09/03. (09/04) <input checked="" type="checkbox"/> No report due this quarter.</li> <li>The CDSS will review and approve county SIPs, which will be</li> </ol>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Safety Outcome 1, Item 2B Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		received on a flow basis with all county SIPs, due and approved by the State. (09/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
CDSS will provide technical assistance	09/04	1. CDSS staff will provide written and onsite technical assistance, including resource based on specific counties' assessed needs and gaps, to ensure that the unmet placement component of the SIP is effectively, efficiently implemented. (09/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 2. Quarterly reports will document that the technical assistance has been provided. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05). <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
CDSS will monitor implementation of county SIPs	06/05	CDSS will document completion of all action steps and track the plans using C-CFSR (Matrix 4A, B, C, &E) and survey data to ensure appropriate level of placement resources are available to meet the placement needs of children. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05). <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
<b>Action Step #3:</b> . Based on what is learned in Action Steps # 1 and 2, the CDSS will identify and provide technical assistance (see glossary) to improve risk assessment practice in out-of-home care. In addition, the CDSS will provide training for hotline workers and supervisors on how to handle allegations of maltreatment of children in out-of-home care using practices from high performing (see glossary) counties as models. The CDSS will ensure that Los Angeles County hotline staff receive targeted training early in the PIP in accordance with our overall Los Angeles County strategy.		
CDSS will identify promising practices in high performing counties (see glossary).	09/03	1. Using C-CFSR (Matrix 1C, 1D &2A) data, CDSS will identify and develop a list of high performing counties for the performance indicator in this specific improvement goal. (07/03). <input checked="" type="checkbox"/> <b>Completed. Although C-CFSR data will not be available until January 2004, CDSS used alternate data measures to develop a list of high performing counties to initiate county reviews of safety performance.</b> 2. Using both online (CWS/CMS) and onsite reviews, CDSS will identify and document successful hotline, intake, risk/safety/needs assessments, procedures, systems and program practices (07/03). <input checked="" type="checkbox"/> <b>Completed. A report was issued 9/03 to The Office of Redesign, which contains research and analysis of</b>



**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Safety Outcome 1, Item 2B Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>successful assessments and procedures. The research and analysis was completed 6/03, and with the report, California's approach to the safety assessment is completed.</p> <p>3. CDSS will develop a Promising Practices Guide, which will include model procedures, systems and practices (08/03).  <input checked="" type="checkbox"/> <b>Completed 9/03.</b></p> <p>4. CDSS will release guide to all counties in an All County Information Notice (ACIN) as a resource to all counties (09/03).  <input checked="" type="checkbox"/> <b>Completed.</b></p>
CDSS will give priority to training of hotline staff.	06/05	<p>1. All Los Angeles hotline staff were trained in completing assessments and are using decision tree protocols (completed 02/03).  <input checked="" type="checkbox"/> <b>Completed. In addition, Los Angeles County Information and Technology section is providing technical support to approximately 230 Hotline staff using Structured Decision Making (SDM)</b></p> <p>2. CDSS, as indicated by safety outcome performance data from the C-CFSR (1C, 1D &amp; 2A), will coordinate priority training for hotline workers and supervisors on appropriate and timely response to allegations of maltreatment in out-of-home care beginning 9/03. (06/05).  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></p>
CDSS will provide technical assistance and training to three counties per quarter.	06/05 <u>Co. / Dates</u> 1-3: 09/03 4-6: 12/03 7-9: 03/04 10-12: 06/04 13-15: 09/04 16-18: 12/04 19-21: 03/05 22-24: 06/05	<p><b>See tasks listed under "Technical Assistance Cycle" in Action Step 1, above.</b></p> <p><input checked="" type="checkbox"/> <b>Using alternate data measures, the high priority counties were identified. CDSS developed an onsite review tool incorporating performance data, system analysis and county staff interviews. Onsite reviews were conducted of the high performing and high priority counties from 8/27 to 9/12/03. Technical assistance to the three high priority counties has begun and is continuing.</b></p>

**Action Step #4:** The CDSS, through the CWS Redesign, will begin developing and implementing a statewide comprehensive assessment approach to safety that includes determining levels of safety, risk, parental protective capacity and family strengths and needs throughout the life of the case. (Cross-reference to Safety Outcome 1, Item 2A; Safety Outcome 2, Items 3 & 4; Permanency Outcome 1, Item 5;



**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Safety Outcome 1, Item 2B Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Well-Being Outcome 1, Item 20; Systemic Factor 5, Item 37) <b>Status reported in Safety Outcome 1, Item 2A</b>		
<b>Action Step # 5:</b> The CDSS will identify promising practices by reviewing the literature and practices in place in high performing counties (see glossary), such as comprehensive safety, risk, and needs assessment, and implement in every high priority county (see glossary). Specifically, in Los Angeles, the County has implemented a standardized approach to safety and risk assessment on all referrals. The County is in the process of implementing this same process at all key decision points in the life of a case. Further, the County is developing a comprehensive needs assessment that will be applied to all children entering the system. The CDSS will use the C-CFSR quarterly performance information to track progress in Los Angeles and to identify other counties that need assistance in meeting performance targets, and provide technical assistance (see glossary) to improve assessment practice and to coordinate access to services for families. (Cross-reference to Safety Outcome 1, Item 2A; Safety Outcome 1, Items 3 & 4; Permanency Outcome 1, Item 5) <b>Status reported in Safety Outcome 1, Item 2A</b>		
<b>Action Step #6:</b> The CDSS will develop a legislative proposal to conform the currently separate statutory licensing and adoption approval processes into a consolidated home study process. This will speed up the time it takes to adopt a child and reduce the number of moves a child makes while in out-of home care. Upon enactment of this legislation, the CDSS will ensure that it is implemented statewide. <b>(Cross-reference to Permanency Outcome 1, Items 6 &amp; 9; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44)</b>		
Develop new consolidated process and draft legislation.	12/04	CDSS (including Community Care Licensing) will convene a workgroup to discuss issues surrounding the new consolidated process, including a protocol for routinely updating home studies psychosocial assessments at annual reassessment of approvals/licensing requirements, and develop a legislative proposal. (12/04) <input checked="" type="checkbox"/> No report due this quarter.
Submit legislative proposal	03/05	1. Legislative proposal will be submitted (03/05) <input checked="" type="checkbox"/> No report due this quarter. 2. CDSS will report quarterly on the progress in developing legislative proposal. (12/04, 03/05, 06/05) <input checked="" type="checkbox"/> No report due this quarter.

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Safety Outcome 1, Item 2B Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Implement new legislation statewide through All County Letter (ACL) and regulation processes, as needed	First quarter after passage of legislation. <b>(Exceeds end date of PIP; dates not included)</b>	<ol style="list-style-type: none"> <li>1. CDSS will identify implementation issues, including fiscal, claiming, regulation changes, initial and ongoing training needs and CWS/CMS changes. <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> <li>2. If legislation passes, CDSS will draft, with County input, an implementing ACL incorporating necessary initial implementation instructions including countywide level staff training instructions, procedures and systems. ACL will instruct counties to ensure all staff and supervisors be trained on this change within 30 days of receipt of letter. (Post PIP) <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> <li>3. CDSS will issue implementing ACL, which as a formal policy letter has full authority to implement new provision of law. <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> <li>4. CalSWEC and the Regional Training Academies will develop training materials and presentations on the program and practice changes required by the PIP and the CWS Redesign that Regional Training Academies, county training units and the Resource Center for Family Focused Practice will be required to use to orient and train all child welfare and probation supervisors on new initiatives and specified practice changes, i.e., the new consolidated home study process. (Post PIP) <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> <li>5. CDSS will initiate CWS/CMS change process request and include in first available system update. Interim workaround instructions, if feasible, will be provided to the counties as appropriate. (Post PIP) (Note: implementation will be delayed if federal IT approval is required to CWS/CMS) <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> <li>6. CDSS will begin regulation change process (Post PIP) (regulation change takes approximately nine months-ACL remains in force during the interim time period) <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> </ol>
CDSS will monitor the implementation of	Post PIP	1. CDSS will track that staff are trained and action steps are completed.

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Safety Outcome 1, Item 2B Action Steps/Benchmarks	Projected Dates of Completion	Tasks
the consolidated home study process		(Post PIP) 2. CDSS will track progress quarterly. (Post PIP)
<b>Action Step #7:</b> The CDSS will provide technical (see glossary) assistance to high priority counties (see glossary) to identify and implement promising practices that reduce multiple placements and improve continuity of family relationships and connections. The CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family Initiative. <b>(Cross reference to Permanency Outcome 1, Item 6; Permanency Outcome 2, Item 14; Well-Being Outcome 1, Items 17, 18; Systemic Factor 2, Item 25 &amp; 28; Systemic Factor 7, Item 44)</b>		
Using C-CFSR, identify high performing counties (See Glossary) that have good practices.	12/03	1. Using the C-CFSR process, CDSS will identify and develop a list of high performing counties for the performance indicator in this specific improvement goal (09/03). <input checked="" type="checkbox"/> In process. As C-CFSR data will not be available until January 2004, CDSS used alternate data measures to identify a list of high performing counties in the area of placement. Unfortunately, the analysis of other data sources related to multiple placements has yielded conflicting results. For example, in the data from one source, County "A" is a high performer, but in the data from another source, County "A" is a low performer. It is anticipated that preliminary C-CFSR data will be available in the next quarter, and that this task will be completed at that time. 2. Using both online (CWS/CMS) and onsite reviews, CDSS will identify and document successful practices that reduce multiple placements. (09/03). <input checked="" type="checkbox"/> See Task #1 above. 3. CDSS will develop a Promising Practices Guide, which will include model procedures, systems and practices. One strategy that will be incorporated into the guide is the proven practice of, "team review process" to be used before any second placement of a child (this process also engages child and parent and caregiver (12/03). <input checked="" type="checkbox"/> No report due this quarter.
The CDSS will provide targeted technical assistance to three high priority counties	06/05 <u>Co. / Dates</u>	<b>Technical Assistance Cycle</b> 1. Using C-CFSR (Matrix 3C) data, CDSS will identify a list of all high

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Safety Outcome 1, Item 2B Action Steps/Benchmarks	Projected Dates of Completion	Tasks
per quarter.	1-3: 09/03 4-6: 12/03 7-9: 03/04 10-12: 06/04 13-15: 09/04 16-18: 12/04 19-21: 03/05 22-24: 06/05	<p>priority counties (09/03)</p> <p><input checked="" type="checkbox"/> See Task #1 above.</p> <p>2. From the high priority list, CDSS will select three counties that will receive technical assistance (09/03).</p> <p><input checked="" type="checkbox"/> See Task #1 above. Although the high priority counties in the area have yet to be identified, technical assistance in the area of placement and other areas continues to be offered statewide. An example is the assistance offered through the Office of Redesign, which has staff/consultants providing technical assistance on site, by telephone and by e-mail to assist counties in building community capacity, integrating the safety assessment approach and integrating other components of the Redesign.</p> <p>3. Using both online (CWS/CMS) and onsite reviews, CDSS will analyze the three high priority county's current procedures, policies, systems and practices.(12/03)</p> <p><input checked="" type="checkbox"/> No report due this quarter</p> <p>4. In partnership with each county, CDSS will compare the findings in three counties to the Promising Practices Guide and develop a written action plan of specific procedures, policies, systems and practices to be implemented and identify steps, resources and timeframes (12/03)</p> <p><input checked="" type="checkbox"/> No report due this quarter</p> <p>5. CDSS staff will provide written and onsite technical assistance in the implementation of promising practices, based on specific, county assessed needs and gaps, to each county implementing their county action plans. Quarterly reports will document that the technical assistance has been provided (12/03)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>6. Every quarter, three new high priority counties will be selected for the technical assistance Cycle. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
CDSS will monitor and document the implementation of each county's action plan	06/05	1. Based on C-CFSR (Matrix 3C) quarterly reports, CDSS will provide ongoing technical assistance to each county until performance goals

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Safety Outcome 1, Item 2B Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>are met. (06/05)  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></p> <p>2. Quarterly reports will document that the technical assistance has been provided. (12/03, 3/04, 06/04, 09/04, 12/04, 03/05, 06/05)  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></p>
<p>CDSS will provide ongoing support to existing Family to Family counties to ensure practice is fully used in all cases, countywide</p>	<p>06/05</p>	<p>1. CDSS created and operates a California Family to Family website. (05/02)  <input checked="" type="checkbox"/> <b>Completed. CDSS staff updated the California Family to Family web page (<a href="http://www.f2f.ca.gov">www.f2f.ca.gov</a>) in July to be more user-friendly. The web page now has more extensive Family to Family initiative implementation resources, and the sharing of California Family to Family county tips, tools, and trends as well as responses to frequently asked questions.</b></p> <p>2. CDSS contracted with the Resource Center for Family-Focused Practice to provide technical assistance in the form of curricula and provide training to the four Family to Family core strategies: Recruiting, Training, and Supporting Resource Families; Building Community Partnerships; Team Decision Making; and Self-Evaluation. (10/02)  <input checked="" type="checkbox"/> <b>Completed. CDSS staff conducted a conference call in July 2003 with the Resource Center for Family-Focused Practice, Regional Training Academies, and Annie E. Casey Foundation consultants to begin planning curricula development, county training, and specified practice changes for implementation of the Family to Family Building Community Partnership. A Training for Trainers is projected to be held in 2004.</b></p> <p>3. <b>CDSS with support from Annie E. Casey and Stuart Foundations has started and continues to support the implementation of Family to Family in counties that comprise 50 percent of the CWS population, through training and data analysis. (01/03)</b>  <input checked="" type="checkbox"/> <b>CDSS, in conjunction with Annie E. Casey and Stuart Foundations, provided technical assistance to all 14 Family to Family counties September 29 through October 1, 2003 with a focus on Building Community Partnerships. In September 17–</b></p>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Safety Outcome 1, Item 2B Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>19, 2003, CDSS staff participated in a Cleveland, Ohio (Cuyahoga County) Family to Family site visit. This visit provided staff with an opportunity to learn first hand from Cuyahoga County staff about history and highlights, and gain technical knowledge regarding implementation of Family to Family.</p> <p>In collaboration with the foundations, CDSS Family to Family staff will hold quarterly technical assistance and training meetings with the 14 county Family to Family Coordinators. The first meeting has been scheduled for November 3, 2003.</p>
CDSS will increase the number of counties that use Family to Family to 60 percent of the caseload.	06/05	<ol style="list-style-type: none"> <li>1. CDSS with support from Annie E. Casey and Stuart Foundations will begin implementation in new counties that are currently waiting for resources to become available, equal to an additional 10 percent of the caseload for a total of 60 percent beginning 06/03. (06/05)  <input checked="" type="checkbox"/> <b>Completed 07/03. In July 2003, San Bernardino County became a California Family to Family County. California now has 14 counties implementing Family to Family: Los Angeles (36%), San Francisco (2.6%), Santa Clara (2.6%), Alameda (4.7%), San Mateo (.7%), Contra Costa (2.3%), Stanislaus (.8%), San Luis Obispo (.5%), Santa Barbara (.4%), Monterey (.5%), Ventura (.8%), Fresno (3.5%), Orange (4.1%), and San Bernardino (5.9%). This now equals 65.4% of the caseload.</b> </li> <li>2 The new counties will have plans for implementing all four components of Family to Family (12/03).  <input checked="" type="checkbox"/> <i>No report due this quarter.</i> </li> <li>3 The new counties will have completed training for Family to Family (06/04).  <input checked="" type="checkbox"/> <i>No report due this quarter.</i> </li> <li>4 The new counties will have all four components in test mode (12/04).  <input checked="" type="checkbox"/> <i>No report due this quarter.</i> </li> <li>5 The new counties will have all four components implemented (06/05).  <input checked="" type="checkbox"/> <i>No report due this quarter.</i> </li> <li>6 CDSS will provide support, training, consultation and technical assistance to implementing counties to ensure the Family to Family</li> </ol>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Safety Outcome 1, Item 2B Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>based practice is fully used in all cases and is fully implemented countywide in each site 06/03. (06/05)</p> <p><input checked="" type="checkbox"/> See Task #1 above.</p>
<p>We will increase implementation of the Family to Family initiative. By June 30, 2005, Family to Family will be available in counties whose CWS caseload combined represents 60 percent of CWS caseload statewide. Family to Family will be implemented countywide in these counties. Please note, it is the State's intent to eventually implement Family to Family statewide</p>	<p>6/30/05</p>	<ol style="list-style-type: none"> <li>1. CDSS will provide through our partnership with our foundations and their consultants, data collection and analysis, case review and practice updates (06/05).  <input checked="" type="checkbox"/> No report due this quarter.</li> <li>2. CDSS will document implementation by ensuring the completion of each action step noted above and that county operating procedures conform to the Family to Family core procedures. A copy of each county's procedures will be maintained by CDSS begin 09/03. (06/05)  <input checked="" type="checkbox"/> See Task report below.</li> </ol>
<p>CDSS will monitor the maintenance and implementation of Family to Family</p>	<p>06/05</p>	<p>CDSS will track the county generated data required under Family to Family, completion of action steps, number of staff trained and report quarterly on progress to full implementation. (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> For those counties implementing the Family to Family Initiative, CDSS will track county generated data on Child Welfare Services (CWS/CMS) Reports found at <a href="http://cssr.berkeley.edu/CWSCMSreports/f2flinks.asp">http://cssr.berkeley.edu/CWSCMSreports/f2flinks.asp</a>, that provide Family to Family outcomes by county. The Family to Family Outcomes data will be the tool used to track county implementation progress and determine where changes in policy and practice are needed.</p> <p>Family to Family counties will report action steps and implementation progress in the County Self Assessment and County System Improvement Plan (SIP). The SIP will include implementation progress in the areas of 1) Building Community Partnerships (increasing the number and rate of children who are placed in their own neighborhoods or communities; increasing the number and rate of children reunified with their birth families; decreasing the number and</p>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Safety Outcome 1, Item 2B Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		rate of children re-entering placement); 2) Team Decision Making (reducing the number and rate of children placed away from their birth families; reducing any disparities associated with race/ethnicity, gender, or age in each of the outcomes); and 3) Recruitment, Training, and Supporting Resource Families (reducing the number of children served in institutional and group care and shifting to kinship care, family foster care, and family-centered services; decreasing lengths of stay of children in placement; reducing the number of placement moves children in care experience; increasing the number and rate of brother and sisters placed together.
<b>Action Step #8:</b> The CDSS will work with the National Resource Center on Permanency Planning and/or Special Needs Adoptions around issues of recruitment of foster parents for older youth and to represent the ethnic and racial diversity of children in care. <b>(Cross-reference to Permanency Outcome 1, Item 6; Systemic Factor 5, Item 37)</b>		
CDSS will request technical assistance from the NRC	12/03	1. The CDSS will make a formal request for technical assistance through the National Resource Center on Permanency Planning and/or Special Needs Adoptions (10/03) <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 2. CDSS will consult with the National Resource Center on Permanency Planning and/or Special Needs Adoptions to evaluate the State's program to ensure effective recruitment (12/03) <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
CDSS will provide technical assistance to counties	06/05	CDSS will coordinate with the National Resource Center on Permanency Planning and/or Special Needs Adoptions to provide technical assistance directly to counties beginning 01/04. (06/05) <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
CDSS will issue an ACIN and provide training to counties	01-04	CDSS will draft an ACIN to clarify recruitment efforts and strategies, and CDSS will provide training instructions to the Counties. (01/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
CDSS will monitor county recruitment plans	06/05	CDSS will track progress quarterly through C-CFSR SIP Recruitment Plan information and through data collected from action step # 4 of Item 44. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05).



**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Safety Outcome 1, Item 2B Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<input checked="" type="checkbox"/> <i>No report due this quarter.</i>
<b>Program Contacts - Action steps 1,2,6,7,&amp; 8: Pat Aguiar Action steps 4: Eileen Carroll; Action Steps 3 &amp; 5: Nina Grayson</b>		

**California Program Improvement Plan  
Quarterly Report  
Reporting Period: July – September 2003**

**Safety Outcome 2, Items 3 & 4**

<b>Improvement Goal:</b> We will decrease our rate of recurrence of abuse or neglect in cases where children are not removed from the home from our baseline of 23.0 percent in calendar year 2002 by two percentage points by March 31, 2005	March 31, 2005:	
<b>Frequency of Measurement:</b> Progress will be reported using C-CFSR quarterly reports that provide county-level quantitative information on the recurrence of maltreatment. In addition, we will report in our quarterly reports on completion of each action step. By June 30, 2004, we will improve by one percentage point.	<b>AFCARS/NCANDS Semi-Annual Measures</b> - No report due this quarter.  December 2003: June 2004: December 2004: June 2005:	<b>C-CFSR Quarterly Data</b> - No report due this quarter.  June 2004: September 2004: Dec 2004: March 2005: June 2005:
<b>Determination of Goal Achievement:</b> The goal will be achieved when there is a two percentage point reduction in the recurrence of abuse or neglect in cases where children are not removed from the home, and action steps are completed.	<b>Date Improvement Goal Achieved:</b>  <b>Date all Action Steps completed:</b>	

<b>Safety Outcome 2, Items 3 &amp; 4 Action Steps/Benchmarks</b>	<b>Projected Dates of Completion</b>	<b>Tasks</b>
<p><b>Action Step 1:</b> The CDSS will identify promising practices by reviewing the literature and practices in place in high performing counties (see glossary), such as comprehensive safety, risk, and needs assessment, and implement in every high priority county (see glossary). Specifically, Los Angeles County has implemented a standardized approach to safety and risk assessment on all referrals. The County is in the process of implementing this same process at all key decision points in the life of a case. Further, the County is developing a comprehensive needs assessment that will be applied to all children entering the system. The CDSS will use the C-CFSR quarterly performance information to track progress in Los Angeles County and to identify other counties that need assistance in meeting performance targets, and provide technical assistance (see glossary) to improve assessment practice and to coordinate access to services for families. (Cross-reference to Safety Outcome 1, Items 2A &amp; 2B; Permanency Outcome 1, Item 5)</p> <p><b>Status reported in Safety Outcome 1, Item 2A</b></p>		

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Safety Outcome 2, Items 3 & 4 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<b>Action Step # 2:</b> The CDSS, through the CWS Redesign, will begin developing and implementing a statewide comprehensive assessment approach to safety and well-being that includes safety, risk, protective capacity and comprehensive family assessment approaches throughout the life of the case. (Cross-reference to Safety Outcome 1, Items 2A & 2B; Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 20; Systemic Factor 5, Item 37) <b>Status reported in Safety Outcome 1, Item 2A</b>		
<b>Action Step #3:</b> The CDSS will develop a legislative proposal to modify the current 12-month limit on Family Maintenance Services. This change will allow counties to have appropriate flexibility and enough time to ensure child safety and improved family functioning before closing a case. Upon passage of legislation, the CDSS will implement statewide. (Cross-reference to Safety Outcome 1, Item 2A; Permanency Outcome 1, Item 5) <b>Status reported in Safety Outcome 1, Item 2A</b>		
<b>Action Step #4:</b> The CDSS will develop and implement a framework for a differential response system as part of the CWS Redesign Process. (Cross-reference to Safety Outcome 1, Item 2A; Well-Being 1, Items 17; Systemic Factor 5, Item 36) <b>Status reported in Safety Outcome 1, Item 2A</b>		
<b>Program Contacts: Action Steps 1 &amp; 3: Nina Grayson; Action Steps 2 &amp; 4: Eileen Carroll</b>		

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

**Permanency Outcome 1, Item 5**

<b>Improvement Goal:</b> The rate of children re-entering foster care will decrease from 10.7 percent in fiscal year 2000 to 9.4 percent June 30, 2005	June 30, 2005:	
<b>Frequency of Measurement:</b> Measurement of progress toward achieving the national data standard will be reported from AFCARS every six months. In addition, C-CFSR quarterly reports will measure quantifiable improvement. We will report quarterly completion of action steps. By June 30, 2004, we will see a 0.65 percentage point improvement	<b>AFCARS/NCANDS Semi-Annual Measures:</b> No report due this quarter.  December 2003: June 2004: December 2004: June 2005:	<b>C-CFSR Quarterly Data:</b> No report due this quarter.  March 2004: June 2004: September 2004: Dec 2004: March 2005: June 2005:
<b>Determination of Goal Achievement:</b> The goal will be achieved when the rate of children re-entering foster care is 9.4 percent and all action steps have been completed.	<b>Date Improvement Goal Achieved:</b>  <b>Date all Action Steps completed:</b>	

<b>Permanency Outcome 1, Item 5 Action Steps/Benchmarks</b>	<b>Projected Dates of Completion</b>	<b>Tasks</b>
<b>Action Step 1:</b> The CDSS will identify promising practices by reviewing the literature and practices in place in high performing counties (see glossary), such as comprehensive safety, risk, and needs assessment, and implement in every high priority county (see glossary). Specifically, Los Angeles County has implemented a standardized approach to safety and risk assessment on all referrals. The County is in the process of implementing this same process at all key decision points in the life of a case. Further, the County is developing a comprehensive needs assessment that will be applied to all children entering the system. The CDSS will use the C-CFSR quarterly performance information to track progress in Los Angeles County and to identify other counties that need assistance in meeting performance targets, and provide technical assistance (see glossary) to improve assessment practice and to coordinate access to services for families. (Safety Outcome 1, Item 2A; Safety Outcome 2, Items 3 & 4) <b>Status reported in Safety Outcome 1, Item 2A</b>		
<b>Action Step #2:</b> The CDSS, through the CWS Redesign, will begin developing and implementing a statewide comprehensive assessment approach to safety and well-being that includes safety, risk, protective capacity and comprehensive family assessment approaches throughout the life of the case. (Cross-reference to Safety Outcome 1, Items 2A & 2B; Safety Outcome 2, Items 3 & 4; Well-Being Outcome 1, Item 20; Systemic Factor 5, Item 37) <b>Status reported in Safety Outcome 1, Item 2A</b>		
<b>Action Step #3:</b> The CDSS will develop a legislative proposal to modify the current 12-month limit on Family Maintenance Services This change will allow counties to have appropriate flexibility and enough time to ensure child safety and improved family functioning before closing a case. Upon passage of legislation, the CDSS will implement statewide. (Cross-reference to Safety Outcome 1, Item 2A; Safety Outcome 2, Items 3 & 4)		

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Permanency Outcome 1, Item 5 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<b>Status reported in Safety Outcome 1, Item 2A</b>		
<b>Action Step #4:</b> The CDSS, with the Judicial Council, will propose legislation to include language on the use of trial home visits when pursuing reunification and expanded permanency options. This will reduce the inappropriate movement of children in and out of foster care. Additionally, we will ensure that counties and courts use trial home visits, TPR, and permanency options appropriately and consistently. <b>(Cross-reference to Permanency Outcome 1, Item 8)</b>		
Prepare a policy analysis, including legal issues to identify the issues/problems with the statute as currently written.	04/03	CDSS completed policy analysis as part of documentation of changes necessary for PIP (04/03) <input checked="" type="checkbox"/> <b>Completed.</b>
Analyze fiscal impact if legislation were enacted	05/03	CDSS completed fiscal analysis as part of May Revise to the Governor's Budget (05/03) <input checked="" type="checkbox"/> <b>Completed.</b>
Submit legislative proposal	05/03	Introduced language into Trailer Bill as part of the May Revise (05/03) <input checked="" type="checkbox"/> <b>Completed. A legislative proposal was developed by CDSS and submitted in May 2003 to the Legislature for inclusion in the budget trailer language. A decision by budget committee staff was made not to include the language pending further policy discussions about the proposal. This legislative policy may be reconsidered when the Legislature reconvenes in January 2004.</b>
If legislation passes, implement through ACL and regulation processes as needed.	09/03 (assumes legislation passes on 07/01/03)	<ol style="list-style-type: none"> <li>CDSS will identify implementation issues, including fiscal, claiming, regulation changes, initial and ongoing training needs and CWS/CMS changes (07/03). <input checked="" type="checkbox"/> <b>Completed.</b></li> <li>CDSS will draft, with County input, an implementing ACL, incorporating necessary initial implementation instructions including countywide level staff training instructions, procedures and system changes. ACL will instruct counties to ensure all staff and supervisors be trained on this change within 30 days of receipt of letter (08/03). (Note-Implementation will be delayed if CWS/CMS changes required Federal IT approval.) <input checked="" type="checkbox"/> <b>As legislation has not yet passed, an ACL cannot be drafted.</b></li> <li>CDSS will issue implementing ACL, which as a formal policy letter has full authority to implement new provision of law (09/03). <input checked="" type="checkbox"/> <b>As legislation has not yet passed, an ACL cannot be issued.</b></li> <li>CDSS will coordinate with the Judicial Council to provide all Judges with notice and instructions on change in law (09/03).</li> </ol>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Permanency Outcome 1, Item 5 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p><input checked="" type="checkbox"/> As legislation has not yet passed, instructions cannot be issued.</p> <p>5. CDSS will incorporate this change into statewide training curriculum (09/03). (Cross reference to Systemic Factor 4, Items 32 and 33)</p> <p><input checked="" type="checkbox"/> As legislation has not yet passed, training cannot be modified.</p>
		<p>6. CDSS will initiate CWS/CMS change process request and include in first available system update, interim workaround instructions, if feasible, will be provided to the counties as appropriate (09/03). (Note- if Federal IT approval is required, implementation will be delayed).</p> <p><input checked="" type="checkbox"/> During the quarter, CDSS has been actively engaged in identifying issues, including CWS/CMS changes necessary to improve federal outcome measures and C-CFSR data reports. In addition, CDSS staff have identified, tracked and analyzed proposed legislative changes that require modifications or additions to CWS/CMS. In October 2003, a joint county/state meeting is scheduled to define all the business requirements needed to improve federal outcome measures and C-CFSR data reports. After this is completed, state staff will work with the Division of State Systems (DSS) to begin the federal approval process so that the business requirements can eventually be turned into technical requirements the CWS/CMS vendor will eventually put into production. Based upon historical documentation, it is anticipated the federal approval process to make these changes will take from December 2003 to May 2004. At that time the vendor will need additional time to put those changes into production.</p> <p>7. CDSS will begin regulation change process (09/03) (Regulation changes take approximately nine months-ACL remains in force during the interim time period).</p> <p><input checked="" type="checkbox"/> As legislation has not yet passed, no regulatory changes have been initiated.</p>
CDSS will amend the contract with Judicial Review and Technical Assistance (JRTA) contract.	12/03	<p>CDSS will amend JRTA contract to include ongoing technical assistance for Judges on use of Trial Home Visits, TPR and Permanency Options. (12/03)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
CDSS will monitor implementation	06/05	CDSS will track and document the completion of all action steps, training of

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Permanency Outcome 1, Item 5 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		staff and training and technical assistance to judges through the JRTA contract on a quarterly basis (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05). <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
<b>Action Step #5:</b> The CDSS, will work with the California Department of Mental Health (DMH), the California Department of Alcohol and Drug Programs (ADP), County Welfare Directors Association (CWDA), Chief Probation Officers of California (CPOC), the associations representing the county mental health directors, alcohol and drug program directors (Proposition 36 funding), and the local county First Five Association and the State First Five Commission to ensure that children and families in the California child welfare services system receive the appropriate priority for services across systems. The main part of this effort, however, will occur as part of the C-CFSR county self-assessment and planning process described in the introduction. The state will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties. In addition, as part of the C-CFSR county self-assessment process, the state will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties. (Cross-reference to Safety Outcome 1, Item 2A; Well-Being Outcome 1, Item 17; Systemic Factor 5, Item 36) <b>Status reported in Safety Outcome1, Item 2A</b>		
<b>Action Step # 6:</b> As part of the Redesign, CDSS will create opportunities to reduce high caseloads and workloads in order to improve caseworker practice and create a beneficial service environment for children and families		
CDSS in, collaboration with the counties, will conduct an updated assessment of county workloads	06/04	1. CDSS, in collaboration with the counties, will assess the workload impact of recent and proposed changes resulting from this PIP, the Redesign, and the C-CFSR. (12/03) <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 2. Based on the findings, CDSS will work with the counties, the Legislature, and other stakeholders to address workload issues. (06/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
CDSS will institute state and county level fiscal reforms to encourage reduced caseloads and workloads	06/04	1. CDSS will meet with relevant stakeholders to discuss changes to the CWS funding allocation. Various options will be explored including an allocation formula that includes components tied to-county plans developed in conjunction with local partnerships. (06/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 2. CDSS, in conjunction with relevant stakeholders, will explore options to increase funding flexibility. (06/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 3. CDSS will apply the flexible funding strategies. (06/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

<b>Permanency Outcome 1, Item 5 Action Steps/Benchmarks</b>	<b>Projected Dates of Completion</b>	<b>Tasks</b>
<b>Program Contacts: Action Steps #1, 3 &amp; 5: Nina Grayson; Action Steps # 2 &amp; 6: Eileen Carroll; Action Step #4: Pat Aguiar</b>		



**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

**Permanency Outcome 1, Item 6**

<b>Improvement Goal:</b> The percentage of children who have two or fewer foster care placements in the first year of their latest removal will increase by 3.8 percentage points based on calendar year 2000 AFCARS data to 81.6 percent by June 30, 2005.	June 30, 2005:	
<b>Frequency of Measurement:</b> Measurement of progress toward national data standards will be reported from AFCARS every six months. Quarterly reports will report on quantitative progress and on the completion of action steps. By June 30, 2004, we will improve by 1.9 percentage points.	<b>AFCARS/NCANDS Semi-Annual Measures:</b> No report due this quarter.  December 2003: June 2004: December 2004: June 2005:	<b>C-CFSR Quarterly Data:</b> No report due this quarter.  March 2004: June 2004: September 2004: Dec 2004: March 2005: June 2005:
<b>Determination of Goal Achievement:</b> The goal will be achieved when the rate of children having two or fewer placement settings is at 81.6 percent for stability in foster care by June 30, 2005, and all action steps have been completed.	<b>Date Improvement Goal Achieved:</b>  <b>Date all Action Steps completed:</b>	

<b>Permanency Outcome 1, Item 6 Benchmarks</b>	<b>Projected Dates of Completion</b>	<b>Tasks</b>
<b>Action Step 1:</b> The CDSS will provide technical (see glossary) assistance to high priority counties (see glossary) to identify and implement promising practices that reduce multiple placements and improve continuity of family relationships and connections. The CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family Initiative. (Cross reference to Safety Outcome 1, Item 2b; Permanency Outcome 2, Item 14; Well-Being Outcome 1, Items 17, 18; Systemic Factor 2, Items 25 & 28; Systemic Factor 7, Item 44) <b>Status reported in Safety Outcome 1, Item 2B</b>		
<b>Action Step #2:</b> Concurrent planning is required by State law. The CDSS will issue an All County Information Notice (ACIN) to clarify and resolve outstanding concurrent planning implementation issues, such as the importance of integrating adoption practices earlier in the case plan and appropriate training of foster parents to support reunification and permanency for children. This will improve the effectiveness of this statutory requirement.		
CDSS will identify barriers to full	03/04	1. CDSS will survey all counties to assess the degree of full

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Permanency Outcome 1, Item 6 Benchmarks	Projected Dates of Completion	Tasks
implementation of concurrent planning in the counties.		<p>integration of concurrent planning into their county system and identify known barriers (03/04)</p> <p><input checked="" type="checkbox"/> <i>No report due this quarter.</i></p> <p>2. CDSS will identify and document practices in counties that have successfully implemented concurrent planning. (03/04)</p> <p><input checked="" type="checkbox"/> <i>No report due this quarter.</i></p>
Issue ACIN to clarify and work with counties to resolve outstanding concurrent planning implementation issues	09/04	<p>1. CDSS will release an ACIN which will include model procedures, systems and practices and an updated county procedure training guide that builds on initial statewide training delivered when law was first implemented. (06/04)</p> <p><input checked="" type="checkbox"/> <i>No report due this quarter.</i></p> <p>2. CDSS will request to work with the NRC on Permanency Planning and information Technology to develop an online concurrent planning resource web site that will contain on line training tutorials, successful operational strategies, and examine the potential for a “chat room” where county staff can discuss issues/experiences. (06/04)</p> <p><input checked="" type="checkbox"/> <i>No report due this quarter.</i></p> <p>3. Each county, based on barriers identified in their self-assessment, will include as part of the County SIP, a written action plan for improving the success of concurrent planning. Each plan will include the identification of action steps, resources and establishing priority for a county for training by the Regional Training Academies if staff skills are at issue. (09/04)</p> <p><input checked="" type="checkbox"/> <i>No report due this quarter</i></p>
CDSS will provide technical assistance and training	06/05	<p>CDSS staff will provide written and onsite technical assistance on recruitment strategies, organizational analysis to counties to improve their use of concurrent planning and to assist them in implementing their SIP action plans, beginning 09/04 (06/05)</p> <p><input checked="" type="checkbox"/> <i>No report due this quarter.</i></p>
CDSS will monitor and document the	06/05	<p>1. CDSS will track county progress, report on the number of county</p>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Permanency Outcome 1, Item 6 Benchmarks	Projected Dates of Completion	Tasks
implementation		<p>staff trained and completion of county SIP concurrent planning action plan steps beginning 06/04. (06/05)</p> <p><input checked="" type="checkbox"/> <i>No report due this quarter.</i></p> <p>2. Quarterly reports will document that technical assistance has been provided (06/04, 09/04, 12/04, 03/05, 06/05).</p> <p><input checked="" type="checkbox"/> <i>No report due this quarter.</i></p>
Los Angeles County will fully implement concurrent planning	06/05	<p><b>Los Angeles Strategies:</b></p> <p>Los Angeles County is currently contracting directly for technical assistance from the consultants with the Permanency Planning Institute of the National Resource Center (01/03)</p> <p><input checked="" type="checkbox"/> As part of fully implementing concurrent planning, DCFS' Chief Deputy and the Deputy Director for Adoptions also met with Sarah Webster and John Levesque of the National Resource Center (NRC) on Special Needs Adoption in September. The NRC consultants also met with a number of DCFS staff to gather foundational and baseline information. Their assistance will include an analysis of our current and proposed status on implementing concurrent planning.</p> <p>Initial implementation is scheduled to begin in the arena of Adoption with the department-wide implementation of the "Torrance Model", a collaborative, cooperative teaming of staff and resources pre-TPR, intended to reduce timelines, reduce legal issues, improve relationships between staff and lay the foundation for successful concurrent planning.</p>
CDSS monitor Los Angeles concurrent planning action plan	06/05	<p>1. Los Angeles will fully incorporate concurrent planning into their operating procedures and county training of staff. (12/03).</p> <p><input checked="" type="checkbox"/> <i>No report due this quarter.</i></p> <p>2. CDSS will consult with the NRC working with LA to determine any barriers that the State can resolve to support LA efforts. If determined feasible, CDSS will request assistance from the IT</p>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Permanency Outcome 1, Item 6 Benchmarks	Projected Dates of Completion	Tasks
		<p>NRC to pilot the proposed concurrent planning website in LA to provide additional support to the county effort beginning 06/04. (06/05)</p> <p><input checked="" type="checkbox"/> <i>No report due this quarter.</i></p>
<p><b>Action Step #3:</b> The CDSS will develop a legislative proposal to conform the currently separate statutory licensing and adoption approval processes into a consolidated home study process. This will speed up the time it takes to adopt a child and reduce the number of moves a child makes while in out-of home care. Upon enactment of this legislation, the CDSS will ensure that it is implemented statewide. (Cross-reference to Safety Outcome 1, Item 2b, Permanency Outcome 1, Item 9; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44)</p> <p><b>Status reported in Safety Outcome 1, Item 2B</b></p>		
<p><b>Action Step #4:</b> As part of the C-CFSR self-assessment and planning processes, counties will identify unmet placement resource needs, including foster and adoptive parents for older and special needs children. Each county will develop a recruitment strategy as part of their plan. <b>(Cross-reference to Systemic Factor 2, Item 28; Systemic Factor 7, Item 44)</b></p>		
Counties will analyze their placement resource needs	06/04	<p>Counties will perform a countywide self-assessment process and identify strengths and areas that need improvement. (06/04)</p> <p><input checked="" type="checkbox"/> <i>No report due this quarter.</i></p>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Permanency Outcome 1, Item 6 Benchmarks	Projected Dates of Completion	Tasks
Each county will develop a plan to address those needs	09/04	<ol style="list-style-type: none"> <li>1. Based on self assessments, counties will develop SIPs, including a strategy to recruit foster parents for special needs children (09/04).  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> <li>2. CDSS will provide onsite technical assistance during both the self assessment and the SIP development based on data from the C-CFSR and promising practice guides to focus on problem identification and proven successful strategies used by high performing counties to guide the development of County SIPs beginning 09/03. (09/04)  <input checked="" type="checkbox"/> <b>In progress. Draft data from the C-CFSR will be released to counties in the next quarter. After the release of the data, training for counties in data analysis and interpretation will be provided prior to the formal roll-out of the C-CFSR in January.</b></li> <li>3. The CDSS will review and approve county SIPs, which will be received on a flow basis with all county SIPs, due and approved by the State no later than (09/04).  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> <li>4. CDSS will identify statewide systemic barriers to unmet placement needs from the SIPs and work with counties to resolve beginning 09/04. (06/05)  <input checked="" type="checkbox"/> <i>No report due this quarter</i></li> </ol>
CDSS will provide technical assistance	06/05	<p>CDSS staff will provide written and onsite technical assistance, including resource based on specific county's assessed needs and gaps, to ensure that the unmet placement component of the SIP is effectively, efficiently implemented begin 09/04. (06/05)</p> <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
CDSS will monitor the progress of counties implementation	06/05	<ol style="list-style-type: none"> <li>1. CDSS will track the implementation of each county's SIP recruitment plan developed as part of the C-CFSR process by documenting the completion of all action steps and tracking the data in Step #4 Item 44 to ensure appropriate level of placement resources are available to meet the placement needs of</li> </ol>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Permanency Outcome 1, Item 6 Benchmarks	Projected Dates of Completion	Tasks
		<p>children. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05).  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></p> <p>2. CDSS will provide ongoing technical assistance (based on county needs) until all action steps are completed. Quarterly reports will document that the technical assistance has been provided. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05)  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></p>
<b>Program Contacts - Action steps 1-4: Pat Aguiar</b>		

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

**Permanency Outcome 1, Item 7**

<b>Improvement Goal:</b> We will increase our rate of timely establishment of appropriate permanency goals from our baseline of 79.7 percent in calendar 2002 by three percentage points by June 30, 2005	June 30, 2005:	
<b>Frequency of Measurement:</b> Progress will be measured and reported using the quarterly C-CFSR reports. By June 30, 2004, we will improve by 1.5 percentage points. In addition, we will report annually the proportion of children in care for 17+months by permanency goal including adoption, guardianships, long term foster care, and reunification.	AFCARS/NCANDS Semi-Annual Measures: <b>No report due this quarter.</b>  December 2003: June 2004: December 2004: June 2005:	C-CFSR Quarterly Data: <b>No report due this quarter.</b>  March 2004: June 2004: September 2004: Dec 2004: March 2005: June 2005:
<b>Determination of Goal Achievement:</b> The goal will be achieved when the percentage of children in which a timely establishment of permanency has improved by three percentage points from the baseline calendar year 2002 data.	<b>Date Improvement Goal Achieved:</b>  <b>Date all Action Steps completed:</b>	

<b>Permanency Outcome 1, Item 7 Action Steps/Benchmarks</b>	<b>Projected Dates of Completion</b>	<b>Tasks</b>
<b>Action Step 1:</b> The CDSS will identify high priority (see glossary) counties and provide technical assistance using promising practices from high performing (see glossary) counties, specifically, the technical assistance will include strategies to ensure that all counties implement concurrent planning including the full implementation for all cases in Los Angeles County; and document compelling reasons for not filing TPRs ( <b>Cross-reference to Permanency Outcome 1, Items 8 ,9,&amp; 10; Systemic Factor 2, Item 28</b> )		
CDSS will use C-CFSR data to identify high performing counties	09/04	<ol style="list-style-type: none"> <li>Using C-CFSR, CDSS will identify and develop a list of high performing counties for the performance indicator in this specific improvement goal (06/04).  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> <li>Using both online (CWS/CMS) and onsite reviews, CDSS will identify and document successful practices that reduce multiple placements (06/04)  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> </ol>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Permanency Outcome 1, Item 7 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		3. CDSS will develop a Promising Practices Guide, which will include model procedures, systems and practices (07/04). <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
Technical assistance will be provided to three high priority counties each quarter.	09/04 <u>Co. / Date</u>  1-3: 09/04 4-6: 12/04 7-9: 03/05 10-12: 06/05	1. Using Safety outcome C-CFSR (Matrix #3A & 3C) data, CDSS will identify a list of all high priority counties (6/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 2. From the high priority list, CDSS will select three counties to provide TA (06/04). <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 3. Using both online (CWS/CMS) and onsite reviews, CDSS will perform an analysis of the three high priority counties' current procedures, policies, systems and practices (06/04). <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 4. In partnership with each county, CDSS will compare the findings in the three counties to the Promising Practices Guide and develop a written action plan of specific procedures, policies, systems and practices to be implemented and identify steps, resources and timeframes (07/04). <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 5. CDSS staff will provide written and onsite TA, based on specific county's assessed needs and gaps, to the three counties during the implementation of the county action plans. Quarterly reports will document that the technical assistance has been provided (09/04). <input checked="" type="checkbox"/> <i>No report due this quarter</i> 6. Each quarter, three new high priority counties will be selected for each technical assistance cycle (12/04, 03/05, 06/05) <input checked="" type="checkbox"/> <i>No report due this quarter</i>
CDSS will monitor and document the implementation	06/05	1. CDSS will track county outcome improvement data from the C-CFSR and implementation of their action plans and report quarterly beginning 12/04. (06/05) <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 2. Based on C-CFSR quarterly reports CDSS will provide ongoing TA to each county until performance goals are met. Quarterly reports will document that the technical assistance has been provided (12/04, 03/05, 06/05).



**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Permanency Outcome 1, Item 7 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<input checked="" type="checkbox"/> <i>No report due this quarter.</i>
CDSS, as part of a comprehensive, separate strategy, will provide technical assistance to Los Angeles	04/04	<ol style="list-style-type: none"> <li>1. Using both online (CWS/CMS) and onsite reviews, CDSS will analyze Los Angeles County's current procedures, policies, systems and practices regarding concurrent planning (09/03).  <input checked="" type="checkbox"/> <b>In progress. This task will be completed by the next quarter.</b> </li> <li>2. Los Angeles County will work with Hunter College consultants on permanency planning to draft an action plan. (08/03)  <input checked="" type="checkbox"/> <b>In progress. The CDSS is working with the County to prepare the request for the NRC to assist in the development of a permanency planning action plan, and will submit it by the end of October.</b> </li> <li>3. In partnership with Los Angeles County, CDSS will develop a written action plan of specific procedures, policies, systems and practices to be implemented and identify steps, resources and timeframes for improving concurrent planning.(09/03)  <input checked="" type="checkbox"/> <b>In progress. CDSS is working with Los Angeles County to review all relevant sources to complete their plan of action. An action plan will be completed as part of work with the National Resource Center for Foster Care and Permanency Planning.</b> </li> <li>4. Los Angeles County will develop and implement training for FR staff. (10/03).  <input checked="" type="checkbox"/> <i>No report due this quarter.</i> </li> <li>5. CDSS staff will provide written and onsite technical assistance, based on specific Los Angeles County's assessed needs and gaps, during the implementation of the county's action plan. Quarterly reports will document that the technical assistance has been provided (04/04)  <input checked="" type="checkbox"/> <i>No report due this quarter.</i> </li> </ol>
Los Angeles will implement concurrent planning	04/04	<ol style="list-style-type: none"> <li>1. Los Angeles County will implement concurrent planning for all cases beginning 09/03. (03/04)  <input checked="" type="checkbox"/> <b>In progress. As part of efforts to fully implement concurrent planning, the initial implementation county-wide is scheduled to begin use of the "Torrance Model", which is the collaborative, cooperative teaming of staff and resources pre-TPR. The model</b> </li> </ol>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Permanency Outcome 1, Item 7 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>is intended to reduce timelines, reduce legal issues, and improve relationships between staff. Los Angeles County is continuing to work on an action plan for the implementation of specific procedures, policies, systems and practices.</p> <p>As part of fully implementing concurrent planning, DCFS' Chief Deputy and the Deputy Director for Adoptions met with Sarah Webster and John Levesque of the National Resource Center (NRC) on Special Needs Adoption in September. The NRC consultants also met with a number of DCFS staff to gather foundational and baseline information. Their assistance will include an analysis of the current and proposed status on fully implementing concurrent planning for all cases. (Also see Task #1 above and Task #3 from the previous benchmark).</p> <p>2. Los Angeles County will monitor the implementation of concurrent planning through its quality assurance unit (4/04.)  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></p>
CDSS will monitor and document the implementation of concurrent planning in Los Angeles County	06/05	<p>1. Based on C-CFSR quarterly reports, CDSS, will provide ongoing technical assistance to Los Angeles County until performance goals are met beginning 06/04. (06/05)  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></p> <p>2. CDSS will track county improvement (Matrix 3C) data from the C-CFSR Quarterly reports will document that the technical assistance has been provided (09/04, 12/04, 03/05, 06/05).  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></p>
<b>Action Step # 2:</b> The CDSS, with the Judicial Council, will develop and implement an educational program through the CDSS' contract with JRTA to provide training to all judges on current law regarding Termination of Parental Rights (TPR) and concurrent planning. <b>(Cross reference to Permanency Outcome 1, Item 9; Systemic Factor 2, Item 28)</b>		
The CDSS will seek technical assistance through the National Child Welfare Resource Center on Legal and Judicial Issues.	09/03	<p>1. The CDSS will request technical assistance through the National Child Welfare Resource Center on Legal and Judicial Issues (09/03).  <input checked="" type="checkbox"/> <b>Completed. On September 26, 2003, CDSS submitted a formal written request to DHHS Region IX for technical assistance by the National Resource Center on Legal and Judicial Issues with the goal to link the Judicial Council of California (JCC) with federal</b></p>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Permanency Outcome 1, Item 7 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p><b>TPR and concurrent planning requirements and national experiences. The JCC Judicial Review and Technical Assistance Project team would then utilize this information as part of its current training curriculum to court and county staff.</b></p> <p>2. The National Child Welfare Resource Center on Legal and Judicial issues will provide training to all judges on current law regarding TPR (11/03).  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></p> <p>3. Workgroup convenes (01/04).  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></p>
The CDSS, in conjunction with CWDA, CPOC and the Judicial Council, will develop strategies (including training) to improve timely TPR and documentation of a compelling reason for not terminating parental rights for children who have been foster care for 15 of the most recent 22 months	03/04 (subject to approval by the Judicial Council)	<p>Workgroup develops strategies, CDSS, with county input, and conducts CWS/CMS system analysis. (03/04)  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></p>
The new strategies will be implemented statewide	06/04	<p>CDSS will issue an ACL incorporating any initial instructions for implementing the strategies, including any countywide level staff training instructions, procedures and approved CWS/CMS changes. We will track compelling reasons information when this capacity is available in CWS/CMS. ACL will instruct counties to ensure all staff and supervisors be trained on any changes within 30 days of receipt of letter. (06/04)  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></p>
CDSS will monitor implementation of strategies.	06/05	<p>CDSS will track quarterly the numbers of children receiving timely TPR and who have compelling reasons documented in order to ensure county implementation of this law and policy change (06/04, 09/04, 12/04, 03/05, 06/05)  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></p>
<p><b>Action Step #3:</b> The CDSS will develop a legislative proposal to strengthen requirements that counties reconsider permanency options at each permanency planning review hearing for children who must remain in care, so if circumstances have changed, the child can be re-engaged in reunification or adoption services. Legislation is needed because no court rules exist to require reassessment of permanency every six months. Upon enactment, the CDSS will implement statewide. <b>(Cross-reference to Permanency Outcome 1, Item 10; Systemic Factor 2, Item 28)</b></p>		
CDSS will review statutory issues and develop strategy	05/04	<p>1. CDSS complete policy analysis as part of documentation of changes necessary for PIP (03/04)</p>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Permanency Outcome 1, Item 7 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<input checked="" type="checkbox"/> <i>No report due this quarter.</i> 2. Review implications of change with California Welfare Directors Association, Chief Probation Officers of California and the Judicial Council. <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 3. CDSS complete fiscal analysis (05/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
Submit proposed legislation	06/04	Introduced language (06/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
Implement statewide through ACLs and regulation processes, as needed	01/05 (assumes legislation passes on 10/04)	1. CDSS will identify implementation issues, including fiscal, claiming, regulation changes, initial and ongoing training needs and CWS/CMS changes (10/04). <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 2. CDSS will draft, with County input, an implementing ACL incorporating necessary initial implementation instructions including countywide level staff training instructions, procedures and system changes. ACL will instruct counties to ensure all staff and supervisors be trained on this change within 30 days of receipt of letter. (01/05) <input checked="" type="checkbox"/> <i>No report due this quarter</i> 3. CDSS will issue implementing ACL, which as a formal policy letter has full authority to implement new provision of law (01/05). <input checked="" type="checkbox"/> <i>No report due this quarter</i> 4. CDSS will issue implementing ACL, which as a formal policy letter has full authority to implement new provision of law (01/05). <input checked="" type="checkbox"/> <i>No report due this quarter</i> 5. CDSS will incorporate this change into statewide training curriculum (01/05) (Cross reference to Systemic Factor 4, Items 32 and 33) <input checked="" type="checkbox"/> <i>No report due this quarter</i> 6. CDSS will begin regulation change process. (01/05) (regulation changes take approximately nine months-ACL remains in force during the interim time period). <input checked="" type="checkbox"/> <i>No report due this quarter</i> 7. CDSS will initiate CWS/CMS change process request and include in first available system update, interim workaround instructions, if feasible, will be provided to the counties as appropriate. (01/05) (Note-implementation will

**California Program Improvement Plan  
Quarterly Report  
Reporting Period: July – September 2003**

Permanency Outcome 1, Item 7 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		be delayed if changes to the CWS/CMS require Federal IT approval) <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
CDSS will monitor the implementation of the law change	06/05	Through CWS/CMS, CDSS will track the counties permanency rates and data on staff training data to ensure county implementation and assess impact of this law and policy change.(3/05, 6/05) <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
<b>Action Step #4:</b> The CDSS will study and report on the feasibility of including a core element in the PQCR or other options to measure the timely establishment of appropriate permanency goals		
CDSS will study the feasibility of various measurement options	09/04	<ol style="list-style-type: none"> <li>1. CDSS will discuss with the counties various methods to measure the timely establishment of appropriate permanency goals, including adding a core element to the PQCR. (12/03) <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> <li>2. CDSS will examine the feasibility of including additional variables in CWS/CMS or additional question in our PIP surveys to address timely and appropriate permanency goals. (06/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> <li>3. CDSS will provide a written summary of our analysis and include the results of our study in a quarterly report. (09/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> </ol>
<b>Program Contacts - Action steps 1, 2 &amp; 3: Pat Aguiar; Action step 4: Mary Tran</b>		

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

**Permanency Outcome 1, Item 8**

<b>Improvement Goal:</b> : California's goal will be to improve performance (the percent of children who were reunified in less than 12 months from the latest removal) from 53.2 percent in fiscal year 2000 to 57.2 percent by June 30, 2005, which is a four-percentage point improvement.	June 30, 2005:	
<b>Frequency of Measurement:</b> Measurement of progress toward national data standards will be reported using AFCARS every six months. C-CFSR quarterly reports will report on quantifiable improvement. Our quarterly reports also will identify the completion of action steps. By June 30, 2004, we will improve by two percentage points.	AFCARS/NCANDS Semi-Annual Measures: <b>No report due this quarter.</b>  December 2003: June 2004: December 2004: June 2005:	C-CFSR Quarterly Data: <b>No report due this quarter.</b>  March 2004: June 2004: September 2004: Dec 2004: March 2005: June 2005:
<b>Determination of Goal Achievement:</b> The goal will be achieved when California's performance in this area has improved by four percentage points and by the completion of all action steps	<b>Date Improvement Goal Achieved:</b>  <b>Date all Action Steps completed:</b>	

Permanency Outcome 1, Item 8 Benchmarks	Projected Dates of Completion	Tasks
<b>Action Step 1:</b> The CDSS will identify high priority (see glossary) counties and provide technical assistance using promising practices from high performing (see glossary) counties, specifically, the technical assistance will include strategies to ensure that all counties implement concurrent planning including the full implementation for all cases in Los Angeles County; and document compelling reasons for not filing TPRs. (Cross-reference Permanency Outcome 1, Items 7, 9 & 10; Systemic Factor 2, Item 28) <b>Status reported in Permanency Outcome 1, Item 7</b>		
<b>Action Step #2:</b> The CDSS, with the Judicial Council, will propose legislation to include language on the use of trial home visits when pursuing reunification and expanded permanency options. This will reduce the inappropriate movement of children in and out of foster care. Additionally, we will ensure that counties and courts use trial home visits, TPR, and permanency options appropriately and consistently. (Cross-reference to Permanency Outcome 1, Item 5) <b>Status reported in Permanency Outcome 1, Item 5</b>		
<b>Action Step #3:</b> The CDSS, as part of its on-going effort to improve county data collection for the CWS/CMS will instruct counties to address the need to ensure that case closure and case plan transfer dates and reasons are completed in CWS/CMS. <b>CDSS will issue ACL</b>		
	<b>09/03</b>	<b>CDSS will issue an ACL to address the barriers and provide</b>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Permanency Outcome 1, Item 8 Benchmarks	Projected Dates of Completion	Tasks
		<p>instruction on completing case closure, case transfer dates and reasons, program transfer protocols, and rules on transfer of case plan goal (09/03)</p> <ul style="list-style-type: none"> <li>✓ Analysis completed 9/03.</li> <li>✓ Clarification of policies completed 9/03.</li> <li>✓ An All County Letter (ACL) was initially drafted, and is being completed jointly by CDSS, county representatives and CWS/CMS Project staff. CDSS staff, county staff, University of California, Berkeley (UCB), and Health and Human Services Data Center (HHSDC) staff are developing the ACL addressing barriers and providing instructions on entering critical data/information into CWS/CMS. The content has been expanded to include multiple issues related to case closure, case transfer, program transfer, and case plan goal transfer. Additional critical data related issues primarily focused on safety were identified and incorporated into the ACL. The ACL includes program expectations for complete, accurate, and timely information/data entry, policy clarifications, and specific data entry procedures. The ACL will be finalized and distributed next quarter. Based on our analysis, it is our intent to issue a series of ACLs to address issues that arise as program and CWS/CMS changes occur.</li> </ul>
CDSS will provide targeted training and monitor improvement in quality data.	06/05	<p>1. CDSS will provide TA on CWS/CMS data entry changes to all counties by incorporating training into current CWS/CMS training program (09/03).</p> <ul style="list-style-type: none"> <li>✓ Begun 9/03 and continuing. (See preceding task regarding ACL). As CWS/CMS Project staff were a part of the workgroup developing the ACL (along with Health and Human Services Data Center staff), they are aware of the issues relating to data quality and have forwarded the information to training staff to make the appropriate changes. In addition, all future ACLs produced will be</li> </ul>

**California Program Improvement Plan  
Quarterly Report  
Reporting Period: July – September 2003**

Permanency Outcome 1, Item 8 Benchmarks	Projected Dates of Completion	Tasks
		<p>forwarded to the CWS/CMS Project to incorporate the training needs into the existing training program. CDSS will review CWS/CMS data fields to identify counties who still have difficulty completing case closure dates and reasons, and provide additional targeted training (12/03).</p> <p>2. CDSS will document improvement in impacted CWS/CMS data elements and the quality of reports will improve each quarter (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05).</p> <p><input checked="" type="checkbox"/> <i>No report due this quarter</i></p>
<b>Program Contacts - Action steps 1-3: Pat Aguiar</b>		



**California Program Improvement Plan  
Quarterly Report  
Reporting Period: July – September 2003**

**Permanency Outcome 1, Item 9**

<b>Improvement Goal:</b> California's goal will be to improve on the length of time to achieve adoption of children to 20.9 percent, which is an increase of 2.9 percentage points from the FFY 2000 benchmark.	<b>June 30, 2005:</b>	
<b>Frequency of Measurement:</b> Measurement of progress toward national data standards will be reported using AFCARS every six months. C-CFSR quarterly reports will measure quantitative improvement. In addition, we will report on completion of action steps. By June 30, 2004, we will improve by 1.45 percentage points.	<b>AFCARS/NCANDS Semi-Annual Measures: No report due this quarter</b>  December 2003: June 2004: December 2004: June 2005:	<b>C-CFSR Quarterly Data: No report due this quarter</b>  March 2004: June 2004: September 2004: Dec 2004: March 2005: June 2005:
<b>Determination of Goal Achievement:</b> The goal will be achieved when the length of time to achieve adoption of children has improved to 20.9 percent, which is an increase of 2.9 percentage points, and all action steps have been completed	<b>Date Improvement Goal Achieved:</b>  <b>Date all Action Steps completed:</b>	

<b>Permanency Outcome 1, Item 9 Action Steps/Benchmarks</b>	<b>Projected Dates of Completion</b>	<b>Tasks</b>
<b>Action Step 1:</b> The CDSS will identify high priority (see glossary) counties and provide technical assistance using promising practices from high performing (see glossary) counties, specifically, the technical assistance will include strategies to ensure that all counties implement concurrent planning including the full implementation for all cases in Los Angeles County; and document compelling reasons for not filing TPRs. (Cross-reference to Permanency Outcome 1, Items 7, 8 & 10; Systemic Factor 2, Item 28) Status reported in Permanency Outcome 1, Item 7		
<b>Action Step # 2:</b> CDSS will track progress and provide technical assistance (see glossary) to Los Angeles County's implementation of their comprehensive 2003 Adoption Initiative. This Initiative, which incorporates recommendations from the Los Angeles Auditor-Controller report, will significantly increase the number of adoptions and reduce the average length of time for home studies		
Los Angeles County will implement its 2003 Adoption Initiative	04/04	1. LA County Adoption cases will be redistributed to remain with the case carrying worker to free up adoption workers to complete adoptions beginning 08/03. (04/04) <input checked="" type="checkbox"/> In June 2003, Los Angeles County began the first phase of

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Permanency Outcome 1, Item 9 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>redistributing adoption cases. The first phase consisted of a 120-day Homestudy Project, which enabled the Adoptions Division to complete a significant number of pending adoptive homestudies. The second phase will be full implementation of the "Torrance Model" in all regional offices. Once this process has been implemented and stabilized, further steps will be initiated towards the retention of all child cases with the regional social workers. The redistribution of cases is projected to be completed next quarter.</p> <p>2. As part of the Adoption Initiative, Los Angeles County will pilot a consolidated foster family home/adoptive home study process (09/03).  <input checked="" type="checkbox"/> In progress. A plan has been developed to implement consolidated home studies for foster parents. It is being shared with various stakeholders prior to final approval and implementation. In addition, a plan is being developed to conduct consolidated home studies for relative caregivers. The projected implementation date is January 2004.</p> <p>3. Los Angeles County will complete the 2,100 pending adoption home studies (11/03)  <input checked="" type="checkbox"/> No report due this quarter.</p> <p>4. Los Angeles County will accelerate the adoptive home study process. The process will take six months to complete (01/04).  <input checked="" type="checkbox"/> No report due this quarter.</p> <p>5. Los Angeles County will shorten the time from TPR to finalization of adoptions from 21 months to 15 months (04/04).  <input checked="" type="checkbox"/> No report due this quarter.</p> <p>6. Los Angeles County will provide technical assistance to adoption workers to support timely TPR. Technical assistance will be provided by knowledgeable, experienced staff (04/04).  <input checked="" type="checkbox"/> No report due this quarter.</p>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Permanency Outcome 1, Item 9 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
CDSS will provide technical assistance as needed, and report through quarterly reports.	06/05	CDSS will provide TA and support on approaches to working with outside agencies such as courts and private nonprofit entities to assist in resolving conflicts and barriers to implementation of the LA county adoption Initiative beginning 12/03. (06/05) <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
CDSS will monitor progress of LA adoption's initiative	06/05	<b>CDSS will report quarterly on LA County implementation of Adoption Initiative and will report quarterly on improvement in length of time to adoption using C-CFSR (Matrix 3A). (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05)</b> <b>9/03 - The Los Angeles County Adoption Initiative is being implemented. Several workgroups were initiated, some of which have completed their tasks. The Recruitment for Special Needs Children Workgroup developed a list of priorities and is now focused on designing an implementation plan. They began the work in June 2003 and hope to complete it by March 2004. The Consolidated Home Studies Workgroup developed a plan for the implementation of the consolidated home study process for foster parents beginning in June 2003. The plan is being presented to various stakeholders (such as foster parents) in order to obtain input and approval. A plan for consolidated home studies for relative caregivers is also being developed. An implementation date of January 2004 is projected. The Concurrent Planning/TPR Workgroup began work in June, and recommended that the termination of parental rights (TPR) be conducted by specialized staff rather than the case-carrying child welfare social worker. A management team developed a recommendation regarding who the specialized staff should be and the recommendation is being reviewed by the Executive Team. Once the decision is made regarding who will complete the TPRs, the group will develop an implementation plan, which they hope to complete by February 2004. The Data Gathering Processes Workgroup examined the current data systems within the Adoptions Division and developed some recommendations to improve them. These recommendations will be shared with the Department's Information and Technology Systems (ITS) staff in</b>

**California Program Improvement Plan  
Quarterly Report  
Reporting Period: July – September 2003**

Permanency Outcome 1, Item 9 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>October 2003. By August 2003, the Streamline the Finalization Process Workgroup developed some new procedures and timeframes to streamline the process, which have been implemented.</p> <p>Continuing their work are the following workgroups: The Legal Orphans Workgroup met beginning in June 2004, to address the issue of legal orphans and to achieve some agreement on this controversial issue among internal and external stakeholders. The Enhancing Post Adoption Services (PAS) Workgroup developed a list of recommendations to enhance PAS. The next task will be to prioritize the list and to plan for implementation (began 6/03 and is ongoing).</p> <p>The Adoption Integration Workgroup met to design a new system to integrate adoption services and child welfare casework responsibilities to achieve timely legal permanence for children in out of home care. As a first step, the Torrance Model will be implemented in all Regional offices by January 2004. This is a collaborative project that pairs Regional staff with Adoptions staff (the Torrance Model). The Appropriate AAP Rates Workgroup developed tools for use by staff in determining the appropriate AAP rates for children. The tools are being piloted and will be utilized throughout the Division by January 2004. Finally, the Streamline Home Studies Workgroup examined the current home study processes and developed several methods to streamline them. A revised letter to adoptive applicants is now being used as well as a revised home study checklist.</p>
<p><b>Action Step #3:</b> The CDSS will develop a legislative proposal to conform the currently separate statutory licensing and adoption approval processes into a consolidated home study process. This will speed up the time it takes to adopt a child and reduce the number of moves a child makes while in out-of home care. Upon enactment of this legislation, the CDSS will ensure that it is enacted statewide. (Cross-reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 6; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44) <b>Status reported in Safety Outcome 1, Item 2B</b></p>		

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Permanency Outcome 1, Item 9 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<b>Action Step #4:</b> The CDSS, with the Judicial Council, will develop and implement an educational program through the CDSS' contract with JRTA to provide training to all judges on current law regarding Termination of Parental Rights (TPR) and concurrent planning. (Cross-reference to Permanency Outcome 1, Item 7; Systemic Factor 2, Item 28) <b>Status reported in Permanency Outcome 1, Item 7</b>		
<b>Action Step #5:</b> CDSS will issue an All County Information Notice (ACIN) to counties to clarify existing policy and to highlight importance of seeking adoptive homes for children of all ages and special needs; and availability of Adoption Assistance Program (AAP) payments to families when child is adopted regardless of age or special needs (Cross-reference to Systemic Factor 2, Item 28; and Systemic Factor 7, Item 44.)		
Will incorporate into statewide training curricula information on Adoption policy, practice, purpose and use governing AAP	09/03	CDSS will work with Regional Training Academies to develop and implement curricula regarding AAP payments policy and adoptions policy for older and special children for new and existing county CWS and Adoptions staff (09/03) <input checked="" type="checkbox"/> <b>Completed. An ACIN has been completed and copies provided to the RTAs to begin developing and implementing curricula on AAP payment policy.</b>
Will issue ACIN clarifying existing state statute and policy	09/03	CDSS will release ACIN to all counties reiterating current state statute and policy regarding AAP payment and adoption of older and special needs children. ACIN will provide instructions on interim training to be provided to staff within 30 days of receipt of ACIN (09/03) <input checked="" type="checkbox"/> <b>Completed. ACIN NO. I-62-03 was completed, and was released to the counties on September 23, 2003.</b>
CDSS will provide technical assistance and monitor improvements	06/05	1. CDSS will provide written TA to all counties on the policy regarding AAP payment policy and adoptions of older and special needs children beginning 09/03. (06/05) <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 2. CDSS will track delivery of training in counties during onsite reviews and maintain a copy of each county's procedures on Adoption and AAP to ensure appropriate policies are in place beginning 12/03. (06/05). <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 3. CDSS will track progress quarterly (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05). <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
<b>Action Step #6:</b> The CDSS will work with the National Resource Center on Permanency Planning and/or Special Needs Adoptions		

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Permanency Outcome 1, Item 9 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
around issues of recruitment of foster parents for older youth and to represent the ethnic and racial diversity of children in care (Cross-reference to Safety Outcome 1, Item 2b; Systemic Factor 5, Item 37) <b>Status reported in Safety Outcome 1, Item 2B</b>		
<b>Action Step #7:</b> The CDSS will work with counties, the California Social Work Education Center (CalSWEC) and the Regional Training Academies (RTAs) to develop requirements and competencies for child welfare workers and supervisors with the goal of strengthening case practice. The CDSS will ensure that the contracts with the regional training academies include provisions requiring the academies to develop common core curricula to ensure training in comprehensive family needs assessments, including assessing educational and mental health needs of all children both in-home and out-of-home, and that training is consistent statewide. <b>(Cross-reference to Systemic Factor 2, Item 28; Systemic Factor 4, Item 32)</b>		
Develop requirements and competencies for supervisors	09/04	CalSWEC will conduct a survey of county child welfare managers and supervisors to determine the competencies necessary for supervisors to support the goals of the PIP (09/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
Develop a common core curriculum for supervisors	03/05	<ol style="list-style-type: none"> <li>Using the results of the survey, CalSWEC will develop a framework for supervisor competencies and will solicit review and feedback from five regional groups including Los Angeles, to assure their efficacy in strengthening case practice (06/04)  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> <li>The supervisor competencies will be revised and finalized (09/04)  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> <li>CalSWEC and the RTAs will review and revise existing supervisory curricula in order to develop a common core curriculum that reflects the supervisory competencies and (03/05)  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> <li>CDSS will instruct counties via ACL that all new child welfare supervisors must be trained to the new common core curriculum, effective 03/05  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> </ol>
Monitor the implementation of supervisor training to the common core curriculum	06/05	<b>CDSS will report quarterly on completion of tasks and number of supervisors trained. (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</b> <input checked="" type="checkbox"/> <b>No report is due this quarter. Quarters 9/03 to 3/04 were included in error, as the tasks listed above are not scheduled to begin until 6/04.</b>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Permanency Outcome 1, Item 9 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Monitor the implementation of the early training effort for supervisors in new initiatives and program and policy changes required by the PIP and the Child Welfare Redesign	06/05	<ol style="list-style-type: none"> <li>1. CalSWEC and the RTAs will develop an early training effort for supervisors, including training materials and presentations on new initiatives and program and practice changes required by the PIP and the CWS Redesign, information on the adoptability of older children, the availability of post adoption services and financial assistance. RTAs, county training units, and the U.C. Davis Resource Center for Family Focused Practice will be required to use these presentations and materials to orient and train all child welfare and probation supervisors (12/03)  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> <li>2. CDSS will include the role of the supervisor as mentor as a component of the early training on new initiatives (12/03)  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> <li>3. CDSS will issue an ACL that requires that all supervisors receive the training in new initiatives and practice changes (12/03)  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> <li>4. Each county will be required to train at least 25% of its supervisors each quarter to assure completion of this training by 12/04.  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> <li>5. CDSS will report quarterly on the achievement of these tasks and the number of supervisors trained in new initiatives and practice changes (09/03, 12/03, 03/ 04, 06/04, 09/04, 12/04, 03/05, 06/05)  <input checked="" type="checkbox"/> <b>No report is due this quarter as the tasks and training listed above are not scheduled to begin until the December 2003 quarter.</b></li> </ol>
Develop and implement a common core curriculum for line staff	01/05	<ol style="list-style-type: none"> <li>1. In consultation with the statewide training taskforce, CDSS will update/revise the existing Standardized Core competencies and curriculum to incorporate policy and practice changes and to address areas needing improvement as identified in the PIP in order to develop a common core curriculum for child welfare workers (03/04)  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> <li>2. CDSS will disseminate the common core curriculum to all Regional</li> </ol>



**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Permanency Outcome 1, Item 9 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>Training Academies and county training units using various means, including ACIN, training for trainers, including specific sessions with training staff in Los Angeles, discussions with CWDA, etc. (06/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>3. Counties will field test the curriculum and provide feedback for any needed revisions. (09/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
Monitor the implementation of line worker training to the common core curriculum	06/05	<p>1. CDSS will issue instructions via ACL that all new child welfare workers must be trained to the common core curriculum, effective (01/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p> <p>2. CDSS will report quarterly on the achievement of these tasks and on the number of new workers trained in the common curriculum. (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> Quarters 9/03 and 12/03 were included in error as the tasks above are not scheduled to begin until 3/04.</p>
<b>Action Step #8:</b> The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs <b>(Cross-reference to Well-Being Outcome 1, Items 17, 18 &amp; 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Items 25 &amp; 28; Systemic Factor 4, Item 32)</b>		
Develop training materials and curriculum	12/03	<p>CalSWEC and the Regional Training Academies will develop training materials for child welfare and probation supervisors including good case planning practice, involvement of all family members in case planning and need for parent visiting. (12/03)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
Deliver training to all new and existing child welfare and probation supervisors	12/04	<p>Training provided to all new supervisors and existing supervisors beginning 12/03. (12/04)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
CDSS will monitor implementation of this training	06/05	<p>CDSS will track number of supervisors trained and review training evaluations. Training will be incorporated into core curriculum. (06/04, 09/04, 12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>



**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Permanency Outcome 1, Item 9 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<b>Action Step #9:</b> The CDSS will conduct focused training regarding Indian Child Welfare Act (ICWA) requirements and cultural considerations of Native American children for both county staff and tribal ICWA workers. The CDSS will measure ICWA compliance using the C-CFSR process. This training will include training for Indian tribes on their rights and responsibilities regarding intervention on Indian Child Welfare Act cases. <b>(Cross-reference to Permanency Outcome 2, Item 14; Systemic Factor 2, Item 28; Systemic Factor 2, Item 32)</b>		
Curriculum for the training has been developed and is being tested by Sonoma State University in consultation with tribal representatives, county and State staff and trainers. Revisions will be made as needed.	08/03	<ol style="list-style-type: none"> <li>1. Pilot Training session to 30 CDSS staff (05/03)  <input checked="" type="checkbox"/> <b>Completed.</b> An initial one-day pilot training was held on May 23, 2003, for CDSS staff from the Children and Family Services Division, Civil Rights, Legal, Research and Development, and staff from the Regional Training Academies.</li> <li>2. Pilot Training session to 1 County hosted by a tribe for 30 people.(06/03)  <input checked="" type="checkbox"/> <b>Completed.</b> A one-day pilot training session was held on June 17, 2003, in Oroville, CA. The Mooretown Rancheria hosted the training in Butte County. A total of 40 people, comprised of Tribal representatives, county staff and CASA representatives, participated in the training.</li> <li>3. Pilot Training sessions at annual ICWA Conference for 20 people (07/03)  <input checked="" type="checkbox"/> <b>Completed.</b> Two two-hour pilot training sessions were conducted on July 8 and July 9, 2003, at the annual state ICWA Conference hosted by the Washoe Tribe of Nevada and California. Each of the trainings consisted of approximately 22 persons in attendance, which was mainly comprised of Tribal representatives and some county staff.</li> <li>4. In cooperation with Sonoma State, ICWA subject matter experts, tribes, and key consultants, convene planning meeting to determine adequacy of curricula based on pilot training and to determine training sites. (08/03)  <input checked="" type="checkbox"/> <b>Completed.</b> A teleconference on June 4, 2003 was held with the workgroup, CDSS and Sonoma State to discuss feedback received from the previous pilot trainings.</li> </ol>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Permanency Outcome 1, Item 9 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>Additional adjustments were made to the curriculum as a result of the feedback from the pilot trainings and additional findings. Additional pilot training was held on July 23, 2003 at the Rincon Reservation in San Diego County. The training was provided for 50 participants that consisted of Tribal Council members, Tribal child welfare workers, Tribal clinical staff, San Diego County child welfare staff, probation, California Highway Patrol, and the court systems. Tribal representation also came from three neighboring counties.</p> <p>CDSS staff met with Sonoma State to discuss status of project and review goals and timelines. The ICWA training and facilitators guide draft was submitted to CDSS for review on August 30, 2003. ICWA regional training sites were selected for the regional training sessions to be held beginning in January 2004, in Santa Barbara, Eureka, the East Bay, Riverside, Fresno and Los Angeles.</p>
The CDSS will complete a series of five regional sessions for counties, regional training academy representatives and tribal social workers regarding the ICWA requirements.	06/04	<ol style="list-style-type: none"> <li>1. Regional training centers develop curricula for ICWA training (01/04)  <input checked="" type="checkbox"/> No report due this quarter.</li> <li>2. Deliver five ICWA regional training sessions beginning 01/04. (06/04)  <input checked="" type="checkbox"/> No report due this quarter.</li> </ol>
CDSS will monitor completion of regional training	06/04	<p>CDSS will track numbers trained at regional training sessions and review completed training assessments (06/04).</p> <input checked="" type="checkbox"/> No report due this quarter.
<p><b>Action Step #10:</b> The CDSS will work with counties to ensure that they integrate issues of fairness and equity toward racial or ethnic groups into all decisions made by the child welfare service system. This process will include ongoing technical assistance to the counties on issues such as cultural competence, intake processes, services designed to prevent entry into foster care, and foster parent recruitment <b>(Cross-reference to Well-Being Outcome 1, Item 17; Systemic Factor 2, Item 28; Systemic Factor 5, Item 37; Systemic Factor 7, Item 44)</b></p>		
Recommendations for integrating the issues of fairness and equity into decision points	06/03	The concept of "fairness and equity" is defined and key decision points within the Child Welfare Services program that can reflect a

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Permanency Outcome 1, Item 9 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
within the child welfare service system from intake to disposition will be completed		<p>fair and equitable system are identified (e.g., hotline, intake, case opening, placement, permanent plan) along with key services (e.g., family support, treatment, kinship care, permanency planning).</p> <p><input checked="" type="checkbox"/> <b>Completed 5/02.</b> (see attached definition and decision matrix)  <b>The fairness and equity matrix will be part of county operational development meetings scheduled for October and November 2003.</b></p>
Ongoing technical assistance will be provided to the counties to work on fairness and equity issues such as cultural competence, intake processes and foster parent recruitment	06/05	<p>Through Region IX, we will request technical assistance from the NRC on Permanency Planning. CDSS will provide technical assistance to counties regarding strategies for ensuring fairness and equity at all decision points in Child Welfare beginning 09/03. (06/05)</p> <p><input checked="" type="checkbox"/> <i>No report due this quarter.</i></p>
Through the new quality assurance process, data will be provided to counties that will indicate where fairness and equity issues need to be addressed and training will be provided	02/04	<ol style="list-style-type: none"> <li>1. County-specific data that provides baseline racial and ethnic data for all children in the Child Welfare Services program, by age and decision point, as reflected on the decision matrix, will be sent to counties and available on the web. (12/03)  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> <li>2. With the assistance of the NRC on Permanency Planning, training curricula will be developed and tested. (12/03).  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> <li>3. Strategies for ensuring fairness and equity into key decision points will be implemented by ACL (01/04)  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> <li>4. Fairness and equity training will be incorporated into the core curriculum of the CWS Academies and on the CDSS web site. (02/04)  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> </ol>
CDSS will monitor statewide implementation	06/05	<ol style="list-style-type: none"> <li>1. CDSS will track implementation by monitoring number of counties trained and reviewing operating procedures. CDSS will maintain copies of procedures for each county beginning 03/04. (06/05)  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> <li>2. CDSS will track data quarterly using the C-CFSR and will target technical assistance to counties where the baseline data show that children coming into and staying in the system are significantly</li> </ol>

**California Program Improvement Plan  
Quarterly Report  
Reporting Period: July – September 2003**

Permanency Outcome 1, Item 9 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		disproportionate to their representation in the general public (03/04, 06/04, 09/04, 12/04, 03/05, 06/05). <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
<b>Program Contacts - Action steps 1-6: Pat Aguiar; Action steps 7, 8 &amp; 9: Nina Grayson; Action Step #10: Eileen Carroll</b>		

**California Program Improvement Plan  
Quarterly Report  
Reporting Period: July – September 2003**

**Permanency Outcome 1, Item 10**

<b>Improvement Goal:</b> We will reduce the proportion of children with a goal of long-term foster care at two years after entry from our baseline of 39.9% in calendar year 2002 by three percentage points by June 30, 2005.	June 30, 2005:	
<b>Frequency of Measurement:</b> Progress will be tracked using quarterly reports from CWS/CMS data. By June 30, 2004, we will improve by 1.5 percentage points..	AFCARS/NCANDS Semi-Annual Measures: <b>No report due this quarter.</b>  December 2003: June 2004: December 2004: June 2005:	C-CFSR Quarterly Data: <b>No report due this quarter.</b>  March 2004: June 2004: September 2004: Dec 2004: March 2005: June 2005:
<b>Determination of Goal Achievement:</b> The goal will be achieved when the proportion of children in care more than two years with a goal of long-term foster care is reduced by three percentage points from the calendar year 2002 baseline data and by the completion of all action steps	<b>Date Improvement Goal Achieved:</b>  <b>Date all Action Steps completed:</b>	

<b>Permanency Outcome 1, Item 10 Action Steps/Benchmarks</b>	<b>Projected Dates of Completion</b>	<b>Tasks</b>
<b>Action Step 1:</b> The CDSS will identify high priority (see glossary) counties and provide technical assistance using promising practices from high performing (see glossary) counties, specifically, the technical assistance will include strategies to ensure that all counties implement concurrent planning including the full implementation for all cases in Los Angeles County; and document compelling reasons for not filing TPRs. (Cross-reference to Permanency Outcome 1, Items 7, 8 & 9; Systemic Factor 2, Item 28) <b>Status reported in Permanency Outcome 1, Item 7</b>		

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Permanency Outcome 1, Item 10 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<b>Action Step #2:</b> The CDSS will develop a legislative proposal to strengthen requirements that counties reconsider permanency options at each permanency planning review hearing for children who must remain in care, so if circumstances have changed, the child can be re-engaged in reunification or adoption services. Legislation is needed because no court rules exist to require reassessment of permanency every six months. Upon enactment, the CDSS will implement statewide (Cross-reference to Permanency Outcome 1, Item 7; Systemic Factor 2, Item 28)		
<b>Status reported in Permanency Outcome 1, Item 7</b>		
<b>Program Contacts - Action steps 1, &amp; 2: Pat Aguiar</b>		

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

**Permanency Outcome 2, Item 14**

<b>Improvement Goal:</b> We will increase from the baseline survey by three percentage points the percentage of children whose primary connections -- including extended family, friends, community, and racial heritage -- are preserved by June 30, 2005.	June 30, 2005
<b>Frequency of Measurement:</b> Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2	<b>Survey results data: No report due this quarter.</b>  October 2003 (baseline): June 2004: June 2005:
<b>Determination of Goal Achievement:</b> The goal will be achieved when there is a three-percentage point improvement from the baseline survey in the percentage of children whose primary connections -- including extended family, friends, community, and racial heritage -- are preserved; and all action steps are complete.	<b>Date Improvement Goal Achieved:</b>  <b>Date all Action Steps completed:</b>

<b>Permanency Outcome 2, Item 14 Action Steps/Benchmarks</b>	<b>Projected Dates of Completion</b>	<b>Tasks</b>
<b>Action Step 1:</b> The CDSS will provide technical assistance to high priority counties (see glossary) to identify and implement promising practices that reduce multiple placements and improve continuity of family relationships and connections. The CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family Initiative. (Cross reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 6; Well-Being Outcome 1, Items 17, 18; Systemic Factor 2, Items 25 & 28; Systemic Factor 7, Item 44) <b>Status reported in Safety Outcome 1, Item 2B</b>		
<b>Action Step #2:</b> The CDSS will work with Indian tribes to ensure that tribal voice and involvement are integrated into training curricula.		
Convene a workgroup of State, regional training academy and tribal staff to make recommendations on ways that tribal voice and involvement can be integrated into training curricula.	12/04	CDSS will convene the workgroup to identify issues and develop recommendations. (12/04) <input checked="" type="checkbox"/> No report due this quarter.
Implement recommendations	06/05	1. CDSS will work with the regional training academies to ensure that all recommendations are integrated into training curricula. (06/05)

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Permanency Outcome 2, Item 14 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<input checked="" type="checkbox"/> No report due this quarter. 2. Training to new and ongoing social workers and probation officers will be provided using the revised curricula (06/05). <input checked="" type="checkbox"/> No report due this quarter.
<b>Action Step #3:</b> The CDSS will conduct focused training regarding Indian Child Welfare Act (ICWA) requirements and cultural considerations of Native American children for both county staff and tribal ICWA workers. The CDSS will measure ICWA compliance using the C-CFSR process. This training will include training for Indian tribes on their rights and responsibilities regarding intervention on Indian Child Welfare Act cases. (Cross-reference to Permanency Outcome 1, Item 9; Permanency Outcome 2, Item 14; Systemic Factor 2, Item 28; Systemic Factor 2, Item 32) <b>Status reported in Permanency Outcome 1, Item 9</b>		
<b>Action Step #4:</b> The CDSS will review policies and procedures with foster family agencies and group home facilities to ensure worker understanding of the need to maintain connections and to remove barriers to compliance so that agency social workers maintain a child's family and community connections. This action step will ensure that these activities do not conflict with certain case planning goals		
The CDSS will conduct a review of existing policies and procedures regarding facility staff training on family involvement and engagement in the case plan process when consistent with the case plan goals	09/04	CDSS will review current foster family agency and group home policies and procedures for any barriers related to training of facility staff regarding family involvement consistent with the case plan. (09/04) <input checked="" type="checkbox"/> No report due this quarter.
The CDSS will release ACL (or comparable communication) to agency and provider community regarding how to remove barriers to assisting children placed in facility settings in maintaining family connections	12/04	CDSS will inform counties, foster family agencies, group homes and associations via ACL, or regulation change if necessary, of the need to train facility staff to ensure that important connections with extended family, friends, community, and racial heritage are maintained consistent with case plan goals. (12/04). <input checked="" type="checkbox"/> No report due this quarter.
The CDSS will provide technical assistance and/or training to counties, caregivers and facility staff regarding how to remove barriers to assisting children placed in facility settings in maintaining family connections	01/05	CDSS will provide written TA to all foster family agencies, group home providers and counties regarding implementation of new policies and procedures (01/05) <input checked="" type="checkbox"/> No report due this quarter.
CDSS will monitor changes in facility policies and provide technical assistance	06/05	1. CDSS will track changes in policies through the Group Home/ FFA Rate approval process, by reviewing facility policies and procedures .to document implementation of policy and procedure changes by foster family agencies, group home providers beginning 03/05. (06/05)



**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Permanency Outcome 2, Item 14 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<input checked="" type="checkbox"/> <i>No report due this quarter.</i> 2. CDSS will provide TA to foster family agencies, group homes, or counties when monitoring information suggests need. (3/05, 6/05). <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
<b>Action Step #5:</b> Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. <b>(Cross-reference Well-Being Outcome 1, Item 17, 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item 23.)</b>		
Field-tested survey is implemented	7/15/2003	1. Develop survey instrument in conjunction with and subject to approval of Region IX. (6/03) <input checked="" type="checkbox"/> <b>Completed. Surveys were developed. Final approval received from Region IX on 7/25/03.</b> 2. Finalize agreement with interviewing service (6/03) <input checked="" type="checkbox"/> <b>Completed. Contract with California State University, San Marcos Foundation, Social and Behavioral Research Institute (SBRI) was finalized 7/03, for the period of 7/1/03 to 6/30/05.</b> 3. CDSS will complete draft questionnaire for use in telephone survey (6/03) <input checked="" type="checkbox"/> <b>Completed. Draft questionnaire was completed 7/03.</b> 4. CDSS will provide listing of sample telephone numbers to interview service (7/03) <input checked="" type="checkbox"/> <b>Completed. File was provided to SBRI on 8/03.</b> 5. Interview Service will field test the questionnaire and work with CDSS to revise as needed (7/03) <input checked="" type="checkbox"/> <b>Completed. Field testing was carried out 8/27/03 to 9/5/03. Questionnaire was updated 9/12/03</b>
<b>Action Step # 6:</b> Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure correct methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. <b>(Cross-reference Well-Being Outcome 1, Item 17, 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item 23.)</b>		

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Permanency Outcome 2, Item 14 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Baseline results and related documentation are submitted to Region IX	10/15/2003	<ol style="list-style-type: none"> <li>1. Interview service will start the interviewing (7/15/03)  <input checked="" type="checkbox"/> SBRI began interviews of 3,000 participants on 9/18/03.</li> <li>2. Interview service submits to CDSS (RADD) the cleaned data file for interviews completed 7/15/03 to 8/15/03 (9/15/03)  <input checked="" type="checkbox"/> In process. Cleaned data file is not yet available because of a delay in starting the interviews. The delay resulted from late startup time for contract approval. The projected date of completion of 3,000 interviews is 11/30/03.</li> <li>3. RADD staff analyze data to produce outcome measures, as defined in PIP (10/01/03)  <input checked="" type="checkbox"/> No report due this quarter.</li> <li>4. RADD staff prepare draft baseline report, including outcome measures and supporting documentation (10/5/03)  <input checked="" type="checkbox"/> No report due this quarter.</li> <li>5. Draft report is reviewed and revised as needed (10/10/03)  <input checked="" type="checkbox"/> No report due this quarter.</li> <li>6. Baseline report is submitted to Region IX (10/15/03)  <input checked="" type="checkbox"/> No report due this quarter</li> </ol>
<b>Action Step #7:</b> Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period. <b>(Cross-reference Well-Being Outcome 1, Item 17, 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item 23.)</b>		
Mid-PIP (Year 1) results and related documentation are submitted to Region IX.	06/30/2004	<ol style="list-style-type: none"> <li>1. Interview service will start the interviewing (12/30/03)  <input checked="" type="checkbox"/> No report due this quarter.</li> <li>2. Interview service submits to CDSS (RADD) the cleaned data file for interviews completed 2/30/04 to 4/30/04 (5/30/04)  <input checked="" type="checkbox"/> No report due this quarter.</li> <li>3. RADD staff analyze data to produce outcome measures, as defined in PIP (6/15/04)  <input checked="" type="checkbox"/> No report due this quarter.</li> <li>4. RADD staff prepare draft baseline report, including outcome measures and supporting documentation (6/20/04)  <input checked="" type="checkbox"/> No report due this quarter.</li> <li>5. Draft report is reviewed and revised as needed (6/25/04)</li> </ol>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Permanency Outcome 2, Item 14 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<input checked="" type="checkbox"/> No report due this quarter. 6. Baseline report is submitted to Region IX (6/30/04) <input checked="" type="checkbox"/> No report due this quarter.
<b>Action Step #8:</b> End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report. <b>(Cross-reference Well-Being Outcome 1, Item 17, 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item 23.)</b>		
Final (Year 2) results and related documentation are submitted to Region IX	6/30/2005	1. Interview service submits to CDSS (RADD) the cleaned data file for interviews completed 2/30/05 to 4/30/05 (5/30/05) <input checked="" type="checkbox"/> No report due this quarter. 2. RADD staff analyze data to produce outcome measures, as defined in PIP (6/15/05) <input checked="" type="checkbox"/> No report due this quarter. 3. RADD staff prepare draft baseline report, including outcome measures and supporting documentation (6/20/05) <input checked="" type="checkbox"/> No report due this quarter. 4. Draft report is reviewed and revised as needed (6/25/05) <input checked="" type="checkbox"/> No report due this quarter. 5. Baseline report is submitted to Region IX (6/30/05) <input checked="" type="checkbox"/> No report due this quarter.
<b>Action Step #9:</b> CDSS will study and report on the feasibility of surveying older youth in in- or out-of-home placements		
CDSS will study the feasibility of a survey of older youth	07/03	1. CDSS will discuss with the CYC strategies for conducting this survey. (06/03) The strategy to conduct a survey of older youth has been determined. CDSS decided to use an existing survey to collect data on older youth. CDSS reviewed several strategies for surveying older youth in in-or-out of home placements. It appears that using the California Health Interview Survey (CHIS) will provide the most information and be the most efficient means of collecting this data. The CHIS is a survey that has been in use, and is used to collect data from a large sample of Californians (over 55,000 households in 2001) on health and well being issues, including mental health issues. CDSS has worked

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Permanency Outcome 2, Item 14 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>with CHIS to add a question to the adult portion of the CHIS to identify any foster youth that may be residing in the home. This will allow for a follow-back survey of those youth about to emancipate from placement. Outcomes for these youth can then be followed for a period of two years. In addition, responses from youth emancipating from out-of-home placement can be used to compare to other youth from other families, such as those receiving TANF.</p> <p>2. CDSS will contact the National Resource Center for Organizational Improvement for advice on interviewing older youth (06/03).  Experts have been contacted and consulted as to the most efficient method to conduct the survey. CDSS has found this particular task to be not necessary at this time, as several strategies for surveying older youth in in-or-out of home placements have been reviewed. To develop a strategy for conducting a survey, CDSS conferred with experts, such as staff with the Department of Psychology at the University of California, Davis, as well as at the National Center for Post Traumatic Stress Disorder (PTSD). CDSS staff have also initiated discussions with UCLA related to the development of the follow-back survey of youth. As we move forward with developing the survey instrument to be used for interviewing youth, CDSS will continue to confer with experts in the field.</p> <p>3. CDSS will confer with its legal staff to obtain their analysis of the legal requirements for/or restrictions on interviewing minors (07/03).  <input checked="" type="checkbox"/> <b>Completed.</b> As part of the CHIS survey, legal staff have already reviewed the survey for potential issues. However, as new issues arise, CDSS will confer with legal staff.</p>
CDSS will include in the next quarterly report the results of our exploration into interviewing older youth	09/03	<p>1. CDSS will contact the California Health and Human Services Agency Committee for the Protection of Human Subjects to determine their requirements for interviewing minors (08/03).  <input checked="" type="checkbox"/> <b>Completed.</b> The 2003 CHIS presently asks questions of adolescents and can identify foster youth through</p>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Permanency Outcome 2, Item 14 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>responses provided by foster parents. The CHIS has already been approved by the California Health and Human Services Agency for the Protection of Human Subjects, as well as the University of California, Los Angeles (UCLA) Committee for the Protection of Human Subjects.</p> <p>2. CDSS will provide written results of the conversations with and analyses from those identified above (09/03).</p> <p><input checked="" type="checkbox"/> As an existing survey will be used, no conversations beyond those reported above, have been held. Once the follow-back study is designed, conversations will be documented and reported.</p>
<b>Program Contacts - Action steps 1&amp;4: Pat Aguiar; Action step #2: Marilyn Delgado; Action Step #3: Nina Grayson; Action Steps 5-9: Mary Tran</b>		

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

**Well-Being Outcome 1, Item 17**

<b>Improvement Goal:</b> We will increase from the baseline survey by three percentage points the percentage of children, parents, and caregivers whose needs were assessed and who received services to meet those needs by June 30, 2005.	June 30, 2005:
<b>Frequency of Measurement:</b> Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2	<b>Survey results data: No report due this quarter.</b>  October 2003 (baseline): June 2004: June 2005:
<b>Determination of Goal Achievement:</b> The goal will be achieved when there is a three percentage point increase above the baseline survey in the percentage of children, parents, and caregivers whose needs were assessed and who received services to meet those needs; and all action steps are complete.	<b>Date Improvement Goal Achieved:</b>  <b>Date all Action Steps completed:</b>

<b>Well-Being Outcome 1, Item 17 Action Steps/Benchmarks</b>	<b>Projected Dates of Completion</b>	<b>Tasks</b>
<b>Action Step 1:</b> The CDSS will provide technical (see glossary) assistance to high priority counties (see glossary) to identify and implement promising practices that reduce multiple placements and improve continuity of family relationships and connections. The CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family Initiative. (Cross reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 6; Permanency Outcome 2, Item 14; Well-Being Outcome 1, Item 18; Systemic Factor 2, Items 25 & 28; Systemic Factor 7, Item 44) <b>Status reported in Safety Outcome 1, Item 2b</b>		
<b>Action Step # 2:</b> The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement of all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 18 & 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Items 25 & 28; Systemic Factor 4, Item 32) <b>Status reported in Permanency Outcome 1, Item 9</b>		
Develop training materials and curriculum.	12/03	CalSWEC and the Regional Training Academies will develop training materials for child welfare and probation supervisors good case planning practice including involvement of all family members in case planning and need for parent visiting. (12/03)

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Well-Being Outcome 1, Item 17 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<input checked="" type="checkbox"/> <i>No report due this quarter.</i>
Deliver to all new and existing child welfare and probation supervisors	06/04	Training provided to all new supervisors and existing supervisors beginning 12/03 (06/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
CDSS will monitor implementation of this training	06/05	CDSS will track number of supervisors trained and review training evaluations. Training will be incorporated into core curriculum. (06/04, 09/04, 12/04, 03/05, 06/05) <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
<b>Action Step #3:</b> The CDSS will submit a legislative proposal to expand the time allotted to develop an appropriate case plan from 30 days to the federal requirement of 60 days. This will give social workers additional time to engage all family members, and to assess and address comprehensively child and family service needs. Upon enactment, the CDSS will implement statewide. <b>(Cross-reference to Well-Being Outcome 1, Items 18; Systemic Factor 2, Item 25)</b>		
Develop important markers for 60-day timeframe (e.g., by day 30, will have face-to-face meeting with child regarding the case plan)	04/03	1. CDSS completed policy analysis as part of documentation of changes necessary for PIP (04/03). <input checked="" type="checkbox"/> <b>Completed.</b> 2. CDSS completed fiscal analysis as part of May Revise to the Governor's Budget (05/03). <input checked="" type="checkbox"/> <b>Completed.</b>
Submit legislative proposal	05/03	CDSS included language in budget trailer bill (05/03) <input checked="" type="checkbox"/> <b>Completed. A legislative proposal was developed by CDSS and submitted in May 2003 to the Legislature for inclusion in the budget trailer language. A decision by budget committee staff was made not to include the language pending further policy discussions about the proposal. A new legislative proposal has been prepared and will be submitted for inclusion in a bill to be introduced in the upcoming legislative session.</b>
If legislation passes, implement statewide through ACLs and regulation processes, as needed.	09/03 (assumes 07/1/03 passage)	1. CDSS will identify implementation issues, including fiscal, claiming, regulation changes, initial and ongoing training needs and CWS/CMS changes (07/03). <input checked="" type="checkbox"/> <b>Completed.</b> 2. CDSS will draft and issue an implementing ACL incorporating necessary initial implementation instructions including county level

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Well-Being Outcome 1, Item 17 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>staff training instructions, procedures and system changes. ACL will instruct counties to ensure that all case carrying staff and supervisors be trained on this change within 30 days of receipt of letter. (09/03)</p> <p><input checked="" type="checkbox"/> As legislation has not yet passed, an ACL cannot be drafted.</p> <p>3 CDSS will initiate CWS/CMS change process request and include in first available system update, interim workaround instructions, if feasible, will be provided to the counties as appropriate (09/03) (Note-implementation will be delayed if CWS/CMS change requires Federal IT approval).</p> <p><input checked="" type="checkbox"/> During the quarter, CDSS has been actively engaged in identifying issues, including CWS/CMS changes necessary to improve federal outcome measures and C-CFSR data reports. In addition, CDSS staff have identified, tracked and analyzed proposed legislative changes that require modifications or additions to CWS/CMS. In October 2003, a joint county/state meeting is scheduled to define all the business requirements needed to improve federal outcome measures and C-CFSR data reports. After this is completed, state staff will work with the Division of State Systems (DSS) to begin the federal approval process so that the business requirements will eventually be produced. Based upon historical documentation, it is anticipated the federal approval process to make these changes will take from December 2003 to May 2004. At that time, the vendor will need additional time to put those changes into production.</p> <p>4 CDSS will begin regulation change process (09/03).</p> <p><input checked="" type="checkbox"/> As legislation has not yet passed, regulation changes cannot be initiated.</p>
CDSS will incorporate into training program	12/03	CDSS, in conjunction with Regional Training Academies and CWS/CMS staff, will develop and implement training and curricula for



**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Well-Being Outcome 1, Item 17 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		change in case plan timing (12/03) <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
CDSS will monitor implementation	06/05	CDSS will track the training of county staff and will review county procedures to ensure they re updated. CDSS will maintain a copy of county procedures at the state level. Progress will be reported quarterly (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05). <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
<b>Action Step #4:</b> The CDSS will develop and implement a framework for a differential response system as part of the CWS Redesign process. (Cross-reference to Safety Outcome 1, Item 2A; Safety Outcome 2, Items 3 & 4; Systemic Factor 5, Item 36) <b>Status reported in Safety Outcome 1, Item 2A</b>		
<b>Action Step #5:</b> The CDSS will work with counties to ensure that they integrate issues of fairness and equity toward racial or ethnic groups into all decisions made by the child welfare service system. This process will include ongoing technical assistance to the counties on issues such as cultural competence, intake processes, services designed to prevent entry into foster care, and foster parent recruitment. (Cross-reference to Permanency Outcome 1, Item 9; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44) <b>Status reported in Permanency Outcome 1, Item 9</b>		
<b>Action Step #6:</b> The CDSS, will work with the California Department of Mental Health, the California Department of Alcohol and Drug Programs, County Welfare Directors Association, Chief Probation Officers of California, the associations representing the county mental health directors, alcohol and drug program directors (Proposition 36 funding), and the local county First Five Association and the State First Five Commission to ensure that children and families in the California child welfare services system receive the appropriate priority for services across systems. The main part of this effort, however, will occur as part of the C-CFSR county self-assessment and planning process described in the introduction. The state will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties. (Cross-reference to Safety Outcome 1, Item 2a; Permanency Outcome 1, Item 5; Systemic Factor 5, Item 36) <b>Status reported in Safety Outcome 1, Item 2a</b>		
<b>Action Step #7:</b> Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23) <b>Status reported in Permanency Outcome 2, Item 14</b>		
<b>Action Step #8:</b> Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure corrects methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. (Cross-		

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

<b>Well-Being Outcome 1, Item 17 Action Steps/Benchmarks</b>	<b>Projected Dates of Completion</b>	<b>Tasks</b>
reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23) <b>Status reported in Permanency Outcome 2, Item 14</b>		
<b>Action Step #9:</b> Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23) <b>Status reported in Permanency Outcome 2, Item 14</b>		
<b>Action Step #10:</b> End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 18, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.) <b>Status reported in Permanency Outcome 2, Item 14</b>		
<b>Program Contacts - Action steps #1: Pat Aguiar; Action steps #2, 3 &amp; 6: Nina Grayson; Action steps #4 &amp; 5: Eileen Carroll; Action Steps # 7-10: Mary Tran</b>		

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

**Well-Being Outcome 1, Item 18**

<b>Improvement Goal:</b> We will increase from the baseline survey by three percentage points the percentage of children, parents, and caregivers involved in case planning by June 30, 2005.	June 30, 2005:
<b>Frequency of Measurement:</b> Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2.	<b>Survey results data: No report due this quarter.</b>  October 2003 (baseline): June 2004: June 2005:
<b>Determination of Goal Achievement:</b> The goal will be achieved when there is a three percentage point increase over the baseline survey in the percentage of children, parents, and caregivers involved in case planning and all action steps have been completed.	<b>Date Improvement Goal Achieved:</b>  <b>Date all Action Steps completed:</b>

<b>Well-Being Outcome 1, Item 18 Action Steps/Benchmarks</b>	<b>Projected Dates of Completion</b>	<b>Tasks</b>
<b>Action Step 1:</b> The CDSS will issue an All County Information Notice clarifying that case plans require family engagement and clarifying the importance of documentation of child and family involvement in the case planning process. This engagement includes informing parents of their rights and responsibilities regarding the case planning process. <b>(Cross-reference to Systemic Factor 2, Item 25)</b>		
Promising Practices of high performing counties will be identified and documented	06/03	<ol style="list-style-type: none"> <li>Using survey data, CDSS will identify and develop a list of high performing counties in the area of family engagement (06/03).  <input checked="" type="checkbox"/> <b>In progress. Survey data will be available in the next quarter, and a list developed.</b> </li> <li>Using both online (CWS/CMS) and onsite reviews, CDSS will identify successful family engagement procedures, systems and program practices (06/03).  <input checked="" type="checkbox"/> <b>In progress.</b> </li> </ol>
ACIN will be issued	09/03	CDSS will document the successful practices and issue them as an ACIN to counties. (09/03). <input checked="" type="checkbox"/> <b>Completed. The ACIN to clarify that case plans require family engagement was completed 9/03. It will be distributed in October 2003, and the ACIN number is I-64-03.</b>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

<b>Well-Being Outcome 1, Item 18 Action Steps/Benchmarks</b>	<b>Projected Dates of Completion</b>	<b>Tasks</b>
CDSS will monitor to assess improved family engagement	06/05	<p>CDSS will track improvement through the survey to ensure that children and families are engaged in the case planning process. Surveys will be conducted in 09/03, 06/04, and 06/05</p> <p><input checked="" type="checkbox"/> <b>In progress. Survey data will be available in the 12/03 quarter.</b></p>
Changes to the statewide curriculum will be incorporated	06/05	<p>CDSS, CalSWEC and the Regional Training Academies will make required changes to statewide curriculum, in order to incorporate the strategies. (06/04)</p> <p><input checked="" type="checkbox"/> <i>No report due this quarter.</i></p>
<p><b>Action Step # 2:</b> The CDSS will provide technical (see glossary) assistance to high priority counties (see glossary) to identify and implement promising practices that reduce multiple placements and improve continuity of family relationships and connections. The CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family Initiative. (Cross reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 6; Permanency Outcome 2, Item 14; Well-Being Outcome 1, Item 17; Systemic Factor 2, Items 25 &amp; 28; Systemic Factor 7, Item 44)</p> <p><b>Status reported in Safety Outcome 1, Item 2b</b></p>		
<p><b>Action Step #3:</b> The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement of all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs. (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17 &amp; 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2, Items 25 &amp; 28; Systemic Factor 4, Item 32)</p> <p><b>Status reported in Permanency Outcome 1, Item 9</b></p>		
<p><b>Action Step #4:</b> The CDSS will submit a legislative proposal to expand the time allotted to develop an appropriate case plan from 30 days to the federal requirement of 60 days. This will give social workers additional time to engage all family members, and to assess and address comprehensively child and family service needs. Upon enactment, the CDSS will implement statewide. (Cross-reference to Well-Being Outcome 1, Items 17 &amp; 18; Systemic Factor 2, Item 25)</p> <p><b>Status reported in Well-Being Outcome 1, Item 17</b></p>		
<p><b>Action Step #5:</b> The CDSS will work with California Youth Connection (CYC) to ensure that youth voice and involvement are integrated into the case planning process. <b>(Cross-reference to Systemic Factor 2, Item 25)</b></p>		

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Well-Being Outcome 1, Item 18 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
The CDSS will convene a workgroup to include CYC, the CWDA and the CPOC to develop strategies to integrate youth voice	12/03	1. CDSS will convene the workgroup. (12/03) <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 2. The workgroup will develop strategies to ensure youth voice and involvement are integrated into the case planning process, including strategies to eliminate any barriers to including youth in the case planning process. (12/03) <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
CDSS will implement the strategies statewide through ACLs and/or regulation processes, as needed.	06/04	CDSS will implement the strategies statewide through an ACL or through regulations for county level changes (06/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
Training curriculum will be updated	07/04	CDSS will incorporate changes into statewide training curriculum. (07/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
CDSS will monitor involvement of youth	06/05	<b>CDSS will track and document implementation of youth involvement through the survey. Surveys will be conducted in 09/03, 06/04, and 06/05</b> <input checked="" type="checkbox"/> <b>In progress. Surveys will be available in the 12/03 quarter.</b>
<b>Action Step #6:</b> Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. (Cross-reference Permanency Outcome 2, Item 14, Well-Being Outcome 1, Item 17, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.) <b>Status reported in Permanency Outcome 2, Item 14</b>		
<b>Action Step #7:</b> Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure corrects methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.) <b>Status reported in Permanency Outcome 2, Item 14</b>		

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Well-Being Outcome 1, Item 18 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<b>Action Step #8:</b> Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.) <b>Status reported in Permanency Outcome 2, Item 14</b>		
<b>Action Step #9:</b> End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 20, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.) <b>Status reported in Permanency Outcome 2, Item 14</b>		
<b>Program Contacts - Action steps 1, 3, 4 &amp; 5: Nina Grayson; Action step 2: Pat Aguiar; Action steps 6-9: Mary Tran</b>		

**California Program Improvement Plan  
Quarterly Report  
Reporting Period: July – September 2003**

**Well-Being Outcome 1, Item 20**

<p><b>Improvement Goal:</b></p> <p>1) We will increase from the baseline survey the compliance by workers with planned parent visit schedules from the baseline by three percentage points by June 30,2005.</p> <p>(2) We will increase from the baseline survey by three percentage points the percentage of parents whose ability to safely parent the in home child was promoted/assisted by the social work visits by June 30, 2005.</p> <p>(3) We will increase from the baseline survey by three percentage points the percentage of parents whose ability to meet their case plan goals was promoted/assisted by the social work visits by June 30, 2005.</p>	<p><b>Overall Performance Data: June 30, 2005 – No report due this quarter.</b></p> <p>(1)</p> <p>(2)</p> <p>(3)</p>
<p><b>Frequency of Measurement:</b> Progress will be reported through quarterly reports. The reports will document progress towards completion of the action step and will report on the survey data. Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2.</p>	<p><b>Survey results data: No report due this quarter.</b></p> <p>October 2003 (baseline):</p> <p>1)</p> <p>2)</p> <p>3)</p> <p>June 2004:</p> <p>1)</p> <p>2)</p> <p>3)</p> <p>June 2005:</p> <p>1)</p> <p>2)</p> <p>3)</p>
<p><b>Determination of Goal Achievement:</b> The goal will be achieved when : 1) We increase the compliance by workers with planned parent visit schedules from the baseline by three percentage points; 2) We increase from the baseline survey by three percentage points the percentage of parents whose ability to safely parent the in home child was promoted/assisted by the social work visits; and 3) We will increase from the baseline survey by three percentage points the percentage of parents whose ability to meet their case plan goals was promoted/assisted by the social work visits; and all action steps are complete.</p>	<p><b>Date Improvement Goal Achieved:</b></p> <p><b>Date all Action Steps completed:</b></p>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Well-Being Outcome 1, Item 20 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p><b>Action Step 1:</b> The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs. (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17 &amp; 18; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Items 25 &amp; 28; Systemic Factor 4, Item 32)</p> <p><b>Status reported in Permanency Outcome 1, Item 9</b></p>		
<p><b>Action Step #2:</b> The CDSS, through the Redesign, will begin developing and implementing a statewide comprehensive assessment approach to safety and well-being that includes safety, risk, protective capacity and comprehensive family assessment approaches throughout the life of the case. (Cross-reference to Safety Outcome 1, Items 2A&amp; 2B; Safety Outcome 2, Items 3 &amp; 4; Permanency Outcome 1, Item 5; Systemic Factor 5, Item 37)</p> <p><b>Status reported in Safety Outcome 1, Item 2A</b></p>		
<p><b>Action Step # 3:</b> Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 18, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.)</p> <p><b>Status reported in Permanency Outcome 2, Item 14</b></p>		
<p><b>Action Step #4:</b> Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure corrects methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 18, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.)</p> <p><b>Status reported in Permanency Outcome 2, Item 14</b></p>		
<p><b>Action Step #5:</b> Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 18, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.)</p> <p><b>Status reported in Permanency Outcome 2, Item 14</b></p>		
<p><b>Action Step #6:</b> End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, and 18, Well-Being Outcome 2, Item 21, and Well-Being Outcome 3, Item, 23.)</p> <p><b>Status reported in Permanency Outcome 2, Item 14</b></p>		



**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

<b>Well-Being Outcome 1, Item 20 Action Steps/Benchmarks</b>	<b>Projected Dates of Completion</b>	<b>Tasks</b>
<b>Program Contacts - Action steps 1: Nina Grayson; Action step 2: Eileen Carroll; Action steps 3-6: Mary Tran</b>		

**California Program Improvement Plan  
Quarterly Report  
Reporting Period: July – September 2003**

**Well-Being Outcome 2, Item 21**

<b>Improvement Goal:</b> We will increase from the baseline survey by three percentage points the percentage of all children in the home, or in out-of-home placement, who were assessed and received services for educational needs by June 30, 2005.	June 30, 2005:
<b>Frequency of Measurement:</b> Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2.	<b>Survey results data: No report due this quarter.</b>  October 2003 (baseline): June 2004: June 2005:
<b>Determination of Goal Achievement:</b> This goal will be achieved when there is a three percentage point increase over the baseline survey in the percentage of all children in the home, or in out-of-home placement, who were assessed and received services for educational needs; and all action steps are complete.	<b>Date Improvement Goal Achieved:</b>  <b>Date all Action Steps completed:</b>

<b>Well-Being Outcome 2, Item 21 Action Steps/Benchmarks</b>	<b>Projected Dates of Completion</b>	<b>Tasks</b>
<b>Action Step 1:</b> The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17, 18 & 20; Well-Being Outcome 3, Item 23; Systemic Factor 2 Items 25 & 28; Systemic Factor 4, Item 32) <b>Status reported in Permanency Outcome 1, Item 9</b>		
<b>Action Step #2:</b> The CDSS will issue an All County Letter (ACL), which instructs counties to ensure that educational needs for all children in the home are assessed and to document how the identified educational needs were addressed in the case plan		

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Well-Being Outcome 2, Item 21 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
CDSS will issue ACL	03/04	1. CDSS will draft an ACL instructing counties to ensure educational needs for all children in the home are assessed and to document in the case plan. (03/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 2. CDSS will work with the Regional Training Academies to ensure changes to statewide case planning and family engagement curriculum include elements addressing assessing educational needs of all children in the home. (03/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
CDSS will provide technical assistance	04/04	CDSS will provide written TA to ensure existing county case carrying staff receive training on assessing educational needs of all children in home (04/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
CDSS will monitor counties to ensure that all county case carrying staff received training.	06/05	1. CDSS will track county training records to ensure training is delivered to staff (07/04). <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 2. CDSS will review county operating procedures to ensure appropriate instructions are in place. A copy of county procedures will be maintained at CDSS. CDSS will report quarterly on staff compliance with case planning policies and procedures (09/04, 12/04, 03/05, 06/05). <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
<b>Action Step #3:</b> The CDSS, including Cal WORKS and Cal Learn staff, will work with the California Department of Education to develop protocols for counties and local school districts to implement to improve educational services to children with identified needs		
CDSS will convene a workgroup to develop protocols and strategies	06/04	1. CDSS will convene workgroup (03/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 2. Workgroup will develop protocols and strategies to improve educational services for children. (06/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Well-Being Outcome 2, Item 21 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
CDSS will implement statewide through ACLs and regulation processes, as needed.	09/04	1. CDSS will develop and issue an ACL, or regulations, to support development of protocols at county level, ACL will contain implementation instruction and model protocols for use with local school districts. (09/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 2. CDSS will provide T/TA to counties as they begin developing protocols with local education agencies (09/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
CDSS will monitor implementation of education service protocols	06/05	CDSS will report quarterly on the number of education protocols implemented. (12/04, 03/05, 06/05) <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
<p><b>Action Step #4:</b> Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. (Cross-reference Permanency Outcome 2, Item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 3, Item 23.)</p> <p><b>Status reported in Permanency Outcome 2, Item 14</b></p>		
<p><b>Action Step #5:</b> Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure corrects methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 3, Item 23.)</p> <p><b>Status reported in Permanency Outcome 2, Item 14</b></p>		
<p><b>Action Step #6:</b> Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 3, Item 23.)</p> <p><b>Status reported in Permanency Outcome 2, Item 14</b></p>		
<p><b>Action Step #7:</b> End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 3, Item 23.)</p> <p><b>Status reported in Permanency Outcome 2, Item 14</b></p>		
<p><b>Program Contacts - Action steps 1, 2 &amp; 3: Nina Grayson; Action step 4, 5, 6, &amp; 7: Mary Tran</b></p>		

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

**Well-Being Outcome 3, Item 23**

<b>Improvement Goal:</b> We will increase from the baseline survey by three percentage points the percentage of all children in the home, or in out-of-home placement, who were assessed and received services for mental health services by June 30, 2005.	June 30, 2005:
<b>Frequency of Measurement:</b> Survey will be administered in three waves: Baseline at 120 days after PIP approval, at Year 1, and at Year 2..	<b>Survey results data: No report due this quarter.</b>  October 2003 (baseline): June 2004: June 2005:
<b>Determination of Goal Achievement:</b> This goal will be achieved when there is a three percentage point increase over the baseline survey in the percentage of all children in the home, or in out-of-home placement, who were assessed and received services for mental health services; and all action steps are complete.	<b>Date Improvement Goal Achieved:</b>  <b>Date all Action Steps completed:</b>

<b>Well-Being Outcome 3, Item 23 Action Steps/Benchmarks</b>	<b>Projected Dates of Completion</b>	<b>Tasks</b>
<b>Action Step 1:</b> The CDSS will issue an All County Letter (ACL) that instructs counties to document how identified mental health needs are addressed. In addition, the ACL will instruct counties on the importance of assessing the needs of all children in families with in-home cases		
CDSS will issue ACL	05/04	<ol style="list-style-type: none"> <li>1. CDSS will issue an ACL instructing counties to document in case notes of CWS/CMS how mental health needs are assessed and addressed. (03/04)  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> <li>2. CDSS will work with Cal SWEC and Regional Training Academies to ensure changes to statewide case planning and family engagement curriculum, including mental health assessments for all children in the home. (04/04)  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> <li>3. CDSS will provide written TA to clarify policy and will ensure each county training plan includes, case practice training on assessing mental health needs of all children in home (05/04)  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> </ol>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Well-Being Outcome 3, Item 23 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
CDSS will monitor training and delivery of services	06/05	1. CDSS will track counties to ensure that all county training plans include components on assessing the families mental health needs. (09/04, 12/04, 03/05, 06/05) <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 2. CDSS will track improvement in the use of mental health services for in-home cases by reviewing quarterly CWS/CMS data (matched with the State Department of Mental Health data) (09/04, 12/04, 03/05, 06/05). <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
<b>Action Step #2:</b> The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17, 18 & 20; Well-Being Outcome 2, Item 21; Systemic Factor 2 Items 25 & 28; Systemic Factor 4, Item 32) <b>Status reported in Permanency Outcome 1, Item 9</b>		
<b>Action Step #3:</b> The CDSS will work with the State Department of Mental Health, County Welfare Directors Association, County Probation Officers Association and County Mental Health Directors Association to improve and expand access to mental health services. In addition, the CDSS will use this work group to improve access to data from the mental health system to ensure that children in in-home cases are linked to the system		
Develop a systems match capacity between CWS/CMS case records and State Department of Mental Health Service payment records	12/04	1. Develop a data plan proposal within the existing interagency CDSS - DMH data team to improve access to data. (06/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 2. Determine costs/approval requirements necessary to implement data sharing proposal. (09/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 3. Identify funding source. (12/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
Issue ACL guidelines on successful strategies for connecting families with mental health	03/04	CDSS in partnership with counties, local and state mental health, youth and providers will develop a guide on successful strategies (03/04). <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
Los Angeles County DCFS coordinate with Los Angeles County Mental Health on ensuring the deployment and development of	06/04	1. Monthly meetings between Los Angeles County DCFS and Los Angeles County Mental Health to identify (1) areas where services may not be as readily available and (2) gaps where services may

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Well-Being Outcome 3, Item 23 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
mental health resources to ensure timely access to child welfare families in Los Angeles County.		<p>be needed beginning 6/03 (6/05).</p> <p><input checked="" type="checkbox"/> Staff from DCFS have been meeting on a monthly basis beginning in June with Los Angeles County Department of Mental Health (DMH) staff to address mental health service issues affecting children and families. Some of the many key issues discussed include collaboration between the two agencies to address dual diagnosis and DCFS participation with DMH to set up a co-occurring disorders clinic.</p> <p>2. Los Angeles County DCFS and Los Angeles County Mental Health will develop strategies to address the issues identified above, such as creating incentive to providers to provide services in a different geographic area, looking for funding sources to secure services for children who are not Medi Cal eligible (11/03).  <input checked="" type="checkbox"/> No report due this quarter</p> <p>3. Los Angeles County DCFS and Los Angeles County Mental Health will begin implementation of the strategies (6/04).  <input checked="" type="checkbox"/> No report due this quarter</p> <p>4. CDSS will consult with Los Angeles to determine any state level barriers to provision of services. Barriers will be identified and referred to the State Interagency Child Welfare Services Team for resolution. ( 6/03)  <input checked="" type="checkbox"/> In progress. Los Angeles County has submitted a draft proposal to CDSS indicating interest in securing waivers in various areas where they have identified barriers. CDSS has asked Los Angeles County to provide additional details on the proposal and they are expected to submit the information by the end of October.</p>
CDSS will monitor and provide TA to Los Angeles	06/05	<p>CDSS will track completion of action steps and implementation of successful strategies and report quarterly. (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> Monthly meetings are continuing between Los Angeles County Department of Mental Health (DMH) staff and DCFS staff. CDSS has been working with Los Angeles County to</p>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Well-Being Outcome 3, Item 23 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<b>address any barriers to the provision of services.</b>
<p><b>Action Step #4:</b> Develop and implement survey. In this phase, CDSS will review published and unpublished surveys and survey results related to the topics addressed in these PIP Items. A draft questionnaire will be prepared and reviewed by county program staff, CDSS program staff, and CDSS research staff. The content and format of the instrument will be revised to incorporate key issues identified during the review. In addition, the questions may be further modified to address problems identified during the field testing, to assure data quality. (Cross-reference Permanency Outcome 2, Item 14, Well-Being Outcome 1, Item 17, 18, and 20, Well-Being Outcome 2, Item 21)</p> <p><b>Status reported in Permanency Outcome 2, Item 14</b></p>		
<p><b>Action Step #5:</b> Baseline Survey Report. The outcome measures will be calculated from the survey findings. Methodology and results will be reviewed by CDSS and county staff to assure correct methods are used. The supporting documentation will report how the data were collected (questions used), how the measures were defined and calculated, and what the resulting number relates to the PIP. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 2, Item 21.)</p> <p><b>Status reported in Permanency Outcome 2, Item 14</b></p>		
<p><b>Action Step #6:</b> Mid-PIP Survey Results. The same methods used in the Baseline Report will be applied to the Mid-PIP report. Data reported in the Mid-PIP Report include completed interviews of both the Baseline and Mid-PIP period. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 2, Item 21.)</p> <p><b>Status reported in Permanency Outcome 2, Item 14</b></p>		
<p><b>Action Step #7:</b> End of PIP Survey Results. The same methods used in the Mid-PIP Report will be applied to the Final report. Data reported in the Final Report include interviews completed after the data reported in the Mid-PIP report. (Cross-reference Permanency Outcome 2, item 14, Well-Being Outcome 1, Item 17, 18, and 20, and Well-Being Outcome 2, Item 21.)</p> <p><b>Status reported in Permanency Outcome 2, Item 14</b></p>		
<b>Program Contacts: Action Steps 1, 2 &amp; 3; Action Steps 4, 5, 6, &amp; 7</b>		



**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

**Systemic Factor 2, Item 25**

<b>Improvement Goal:</b> We will increase implementation of the Family to Family initiative. By June 30, 2005, Family to Family will be available in counties whose CWS caseload combined represents 60 percent of CWS caseload statewide. Family to Family will be implemented countywide in these counties. Please note, it is the State's intent to eventually implement Family to Family statewide.	June 30, 2005:
<b>Frequency of Measurement:</b> The CDSS will also monitor improvement in case planning practice using quarterly county reports and the C-CFSR qualitative case review process	<b>C-CFSR Quarterly Data: No report due this quarter.</b>  March 2004: June 2004: September 2004: Dec 2004: March 2005: June 2005:
<b>Determination of Goal Achievement:</b> The goal will be achieved when the percent of caseload covered by Family to Family has increased to 60 percent and all action steps are complete	<b>Date Improvement Goal Achieved: No report due this quarter.</b>  <b>Date all Action Steps completed:</b>

Systemic Factor 2, Item 25 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<b>Action Step 1:</b> The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17, 18 & 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Item 28; Systemic Factor 4, Item 32) <b>Status reported in Permanency Outcome 1, Item 9</b>		
<b>Action Step #2:</b> The CDSS will issue an All County Information Notice clarifying that case plans require family engagement and clarifying the importance of documentation of child and family involvement in the case planning process. This will include informing parents of their rights and responsibilities regarding the case planning process. (Cross-reference to Well-Being Outcome 1, Item 18) <b>Status reported in Well-Being Outcome 1, Item 18</b>		

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Systemic Factor 2, Item 25 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p><b>Action Step #3:</b> The CDSS will provide technical (see glossary) assistance to high priority counties (see glossary) to identify and implement promising practices that reduce multiple placements and improve continuity of family relationships and connections. The CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that have implemented the Family to Family Initiative. (Cross reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 6; Permanency Outcome 2, Item 14; Well-Being Outcome 1, Items 17, 18; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44)</p> <p><b>Status reported in Safety Outcome 1, Item 2B</b></p>		
<p><b>Action Step #4:</b> The CDSS will work with California Youth Connection (CYC) to ensure that youth voice and involvement are integrated into the case planning process. (Cross-reference to Well-Being Outcome 1, Item 18)</p> <p><b>Status reported in Well-Being Outcome 1, Item 18</b></p>		
<p><b>Action Step #5:</b> The CDSS will submit a legislative proposal to expand the time allotted to develop an appropriate case plan from 30 days to the federal requirement of 60 days. This will provide more opportunity to address child and family service needs and increase engagement of the child and family in the case plan. Upon enactment, the CDSS will implement statewide (Cross-reference to Well-Being Outcome 1, Items 17, 18 &amp; 20)</p> <p><b>Status reported in Well-Being Outcome 1, Item 17</b></p>		
<p><b>Program Contacts - Action steps 1, 2 ,4 &amp; 5: Nina Grayson; Action step 3: Pat Aguiar</b></p>		

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

**Systemic Factor 2, Item 28**

<b>Improvement Goal:</b> We will decrease the proportion of children in care for at least 17 of the last 22 months without a TPR—who are not in a relative, guardian, or pre-adoptive placement, not a runaway or on a trial home visit -- from our baseline of 89.5 percent in 2002 by two percentage points by 6-30-05.	June 30, 2005:
<b>Frequency of Measurement:</b> Progress will be tracked using CWS/CMS, county quarterly reports, and JRTA information. The county and JRTA reports will document progress toward completion of the action steps. In addition, we will use qualitative information from the Peer Quality Case Review process. By June 30, 2004, we will show a 1.0 percentage point improvement.	<b>C-CFSR Quarterly Data: No report due this quarter.</b>  March 2004: June 2004: September 2004: Dec 2004: March 2005: June 2005:
<b>Determination of Goal Achievement:</b> This goal will be achieved when the proportion of children in care for at least 17 of the last 22 months without a TPR—who are not in a relative, guardian, or pre-adoptive placement, not a runaway or on a trial home visit—decreases from our baseline of 89.5 percent in calendar year 2002 by two percentage points by 6-30-05 and all action steps are complete.	<b>Date Improvement Goal Achieved:</b>  <b>Date all Action Steps completed:</b>

Systemic Factor 2, Item 28 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<b>Action Step 1:</b> The CDSS, with the Judicial Council, will develop and implement an educational program through the CDSS' contract with JRTA to provide training to all judges on current law regarding TPR and concurrent planning. (Cross-reference to Permanency Outcome 1, Items 7 & 9) <b>Status reported in Permanency Outcome 1, Item 7</b>		
<b>Action Step #2:</b> The CDSS will identify high priority (see glossary) counties and provide technical assistance using promising practices from high performing (see glossary) counties, specifically, the technical assistance will include strategies to ensure that all counties implement concurrent planning including the full implementation for all cases in Los Angeles County; and document compelling reasons for not filing TPRs. (Cross-reference to Permanency Outcome 1, Items 7, 8, 9 & 10) <b>Status reported in Permanency Outcome 1, Item 7</b>		

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Systemic Factor 2, Item 28 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p><b>Action Step #3:</b> The CDSS will develop a legislative proposal to conform the currently separate statutory licensing and adoption approval processes into a consolidated home study process. This will speed up the time it takes to adopt a child and reduce the number of moves a child makes while in out-of home care. Upon enactment of this legislation, the CDSS will ensure that it is implemented statewide. (Cross-reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Items 6 &amp; 9; Systemic Factor 7, Item 44).</p> <p><b>Status reported in Safety Outcome 1, Item 2b</b></p>		
<p><b>Action Step #4:</b> CDSS will issue an All County Information Notice (ACIN) to counties to clarify existing policy and to highlight importance of seeking adoptive homes for children of all ages and special needs; and availability of AAP payments to families when child is adopted regardless of age or special needs (Cross-reference to Permanency Outcome 1, Item 9 and Systemic Factor 7, Item 44.)</p> <p><b>Status reported in Permanency Outcome 1, Item 9</b></p>		
<p><b>Action Step #5:</b> The CDSS will provide technical (The CDSS will provide technical (see glossary) assistance to high priority counties (see glossary) to identify and implement promising practices that reduce multiple placements and improve continuity of family relationships and connections. The CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family program. (Cross-reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 6; Permanency Outcome 2, Item 14; Well-Being Outcome 1, Items 17, 18 Systemic Factor 2, Item 25; Systemic Factor 7; Item 44)</p> <p><b>Status reported in Safety Outcome 1, Item 2b</b></p>		
<p><b>Action Step #6:</b> As part of the C-CFSR self- assessment and planning processes, counties will identify unmet placement resource needs, including foster and adoptive parents for special needs and older children. Each county will develop a recruitment strategy as part of their plan. (Cross-reference to Permanency Outcome 1, Item 6; Systemic Factor 7, Item 44)</p> <p><b>Status reported in Permanency Outcome 1, Item 6</b></p>		
<p><b>Action Step #7:</b> The CDSS will develop a legislative proposal to strengthen requirements that counties reconsider permanency options at each permanency planning review hearing for children who must remain in care, so if circumstances have changed, the child can be re-engaged in reunification or adoption services. Legislation is needed because no court rules exist to require reassessment of permanency every six months. Upon enactment, the CDSS will implement statewide (Cross-reference to Permanency Outcome 1, Items 7 &amp; 10)</p> <p><b>Status reported in Permanency Outcome 1, Item 7</b></p>		
<p><b>Action Step #8:</b> The CDSS will issue an All County Information Notice clarifying diligent recruitment efforts and strategies for improving recruitment. (Cross-reference to Systemic Factor 7, Item 44)</p> <p><b>Status reported in Systemic Factor 7, Item 44</b></p>		

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Systemic Factor 2, Item 28 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<p><b>Action Step #9:</b> The CDSS will work with counties, the California Social Work Education Center (CalSWEC) and the Regional Training Academies to develop requirements and competencies for child welfare workers and supervisors with the goal of strengthening case practice. The CDSS will ensure that the contracts with the regional training academies include provisions requiring the academies to develop common core curricula to ensure training in comprehensive family needs assessments, including assessing educational and mental health needs of all children both in-home and out-of-home, and that training is consistent statewide (Permanency Outcome 1, Item 9; Systemic Factor 4, Items 32)</p> <p><b>Status reported in Permanency Outcome 1, Item 9</b></p>		
<p><b>Action Step #10:</b> The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17, 18 &amp; 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Item 25; Systemic Factor 4, Item 32)</p> <p><b>Status reported in Permanency Outcome 1, Item 9</b></p>		
<p><b>Action Step #11:</b> The CDSS will conduct focused training regarding Indian Child Welfare Act (ICWA) requirements and cultural considerations of Native American children for both county staff and tribal ICWA workers. The CDSS will measure ICWA compliance using the C-CFSR process. This training will include training for Indian tribes on their rights and responsibilities regarding intervention on Indian Child Welfare Act cases. (Cross-reference to Permanency Outcome 1, Item 9; Permanency Outcome 2, Item 14; Systemic Factor 2, Item 28; Systemic Factor 2, Item 32)</p> <p><b>Status reported in Permanency Outcome 1, Item 9</b></p>		
<p><b>Action Step #12:</b> The CDSS will work with counties to ensure that they integrate issues of fairness and equity toward racial or ethnic groups, specifically African and Native American children, into all decisions made by the child welfare service system. This process will include ongoing technical assistance (see glossary) to the counties on issues such as cultural competence, intake processes and foster parent recruitment. (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17; Systemic Factor 5, Item 37; Systemic Factor 7, Item 44)</p> <p><b>Status reported in Permanency Outcome 1, Item 9</b></p>		
<p><b>Program Contacts - Action steps 1-8: Pat Aguiar; Action steps 9, 10, 11: Nina Grayson; Action step 12: Eileen Carroll</b></p>		

**California Program Improvement Plan  
Quarterly Report  
Reporting Period: July – September 2003**

**Systemic Factor 3, Item 31**

<b>Improvement Goal:</b> California will develop and fully implement its new outcomes based quality assurance system (the C-CFSR system) in January 2004 and complete a review of at least 15 counties by June 30, 2005.	June 30, 2005:
<b>Frequency of Measurement:</b> Implementation will be measured by completion of action steps and the number of county C-CFSR's. Progress will be reported quarterly.	<b>County C-CFSR's completed: No report due this quarter.</b>  March 2004: June 2004: September 2004: Dec 2004: March 2005: June 2005:
<b>Determination of Goal Achievement:</b> This goal will be achieved when the C-CFSR is implemented and at least 15 counties have completed reviews by June 30, 2005.	<b>Date Improvement Goal Achieved:</b>  <b>Date all Action Steps completed:</b>

<b>Systemic Factor 3, Item 31 Action Steps/Benchmarks</b>	<b>Projected Dates of Completion</b>	<b>Tasks</b>
<b>Action Step 1:</b> CHHS and CDSS will develop the C-CFSR system, and CDSS will implement the C-CFSR system. This process is described in more detail in narrative section this PIP, under Item 31, "Measurement Method" section.		

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Systemic Factor 3, Item 31 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Implement C-CFSR work plan developed in 04/03	06/05	<ol style="list-style-type: none"> <li>1. Outcome and Accountability workgroup developed comprehensive work plan (04/03).  <input checked="" type="checkbox"/> <b>Completed.</b></li> <li>2. CDSS identify legislative and regulatory changes (05/03).  <input checked="" type="checkbox"/> <b>Pending finalization of all the tools and instruments for the C-CFSR, we will work with legislators to introduce legislation in the new session, as necessary.</b></li> <li>3. CDSS convene workgroups to develop tools and instruments for C-CFSR. Workgroups will include CDSS staff, and interested stakeholders from the AB 636 Workgroup. Workgroups will develop the following tools and instruments (06/03-08/03):               <ol style="list-style-type: none"> <li>A. Manual for C-CFSR</li> <li>B. County Self-Assessment</li> <li>C. Performance Baselines and Performance Standards</li> <li>D. Peer Quality Case Reviews</li> <li>E. Interviews and Surveys</li> <li>F. County SIP,</li> <li>G. Quarterly Management Reports,</li> <li>H. Post-SIP Approval and Monitoring Process</li> </ol> <input checked="" type="checkbox"/> <b>In progress. The workgroups convened in 7/03. The tools and instruments will be finalized in the next quarter (12/03)</b> </li> <li>5. CDSS develop an ongoing County review schedule for after the initial review cycle. (CWS and Probation) (06/03).  <input checked="" type="checkbox"/> <b>This task will be addressed in the next quarter. In calendar year 2004, all counties will be expected to complete self-assessments and SIPs.</b></li> <li>6. CDSS and Chief Probation Officers of California (CPOC) develop a proposal for better accessing data for Probation cases (06/03).  <input checked="" type="checkbox"/> <b>Completed 9/03. CDSS and CPOC developed a data collection instrument that will be utilized on a monthly basis that is in the process of being reviewed by CDSS' RADD.</b></li> <li>7. CDSS identify CDSS staff training needs, identify trainers, develop</li> </ol>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Systemic Factor 3, Item 31 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>and conduct CDSS staff training on how to conduct the review (07/03)</p> <p><input checked="" type="checkbox"/> In progress. CDSS staff training needs have been identified. The CFSD Resource Development and Training Bureau and RADD are developing the curriculum for training, which will be completed in the next quarter (12/03)</p> <p>8 CDSS conduct training on data management and analysis (08/03).</p> <p><input checked="" type="checkbox"/> In progress. RADD provided Operations Bureau staff with preliminary data analysis training. Ongoing training will commence upon the completion of the development of the curriculum.</p> <p>9 CDSS provide information to Counties through All County Letters/All County Informing Notices (08/03).</p> <p><input checked="" type="checkbox"/> The ACL/ACIN will be disseminated after the review tools and the C-CFSR process are formalized.</p> <p>10 CDSS identify CWS/CMS enhancements (08/03).</p> <p><input checked="" type="checkbox"/> Meetings are being held in 10/03 to discuss necessary enhancements, and should be completed by 12/03.</p> <p>11 CDSS plan County training: sites, (standardized materials, staffing, invitation letters, schedule (09/03).</p> <p><input checked="" type="checkbox"/> In progress. The CFSD Resource Development and Training Bureau, in collaboration with the Regional Training Academies is developing a data analysis training, including development of standardized materials and training schedules. This will be completed by next quarter.</p> <p>12 CDSS test and complete tools and instruments (09/03).</p> <p><input checked="" type="checkbox"/> In progress. This task will be completed by next quarter when the tools and instruments are finalized.</p>
CDSS will train counties on the C-CFSR	06/05	<p>1. CDSS will train county supervisors and case workers on: (1) using the C-CFSR Manual, (2) conducting the Self-Assessment and SIP, using the tools, (3) conducting the PQCR and using the tool,</p>



**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Systemic Factor 3, Item 31 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>and (4) conducting the interviews and surveys. CDSS will begin training in regional sites in 9/03. (01/04)</p> <p><input checked="" type="checkbox"/> In progress. The CFSD Resource Development and Training Bureau, in collaboration with the Regional Training Academies, is developing a data analysis training, including development of standardized materials and training schedules. This will be completed by next quarter.</p> <p>2. CDSS will continue to train counties through the life of the PIP. (06/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>
CDSS completes 1 ½ years of 1 <sup>st</sup> C-CFSR 3 year cycle	<p>06/05 Co. / Dates</p> <p>1-3: 09/04 4-7: 12/04 8-11: 03/05 12-15: 06/05</p>	<p>1. CDSS commences the first 3-year cycle (1/04). <input checked="" type="checkbox"/> No report due this quarter.</p> <p>2. Counties will conduct their initial self-assessments and SIPs on a flow basis. All county self-assessments will be complete by 06/04, and all SIPs will be complete by (09/04). <input checked="" type="checkbox"/> No report due this quarter.</p> <p>3. CDSS will conduct a PQCR for 15 counties (between 3 and 4 counties each quarter). During the initial review cycle, due to constraints around implementation, approximately 2/3 of counties will have to submit the SIP without having first undergone a PQCR. In these counties, the PQCR will follow later in the first cycle. Counties will be selected to undertake a full review during the initial cycle based on the assessment of measured outcomes provided by the CDSS. (06/05) <input checked="" type="checkbox"/> No report due this quarter.</p> <p><b>(Note-For ongoing 3 yr review cycles, CDSS will conduct a PQCR in approximately 15-20 counties annually).</b></p>
Program Contact: Wes Beers		

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

**Systemic Factor 4, Item 32**

<b>Improvement Goal:</b> We will develop a common core curriculum for all new child welfare workers and supervisors that is delivered by all training entities statewide.	June 30, 2005:
<b>Frequency of Measurement:</b> Progress will be tracked quarterly	Quarterly Progress:  <b>September 2003:</b> A statewide training task force has been convened, and initial work has focused on the development of a standardized, core curriculum. December 2003: March 2004: June 2004: September 2004: Dec 2004: March 2005: June 2005:
<b>Determination of Goal Achievement:</b> This goal will be achieved when a common core curriculum is implemented in every county to train all new child welfare workers and child welfare/probation supervisors	<b>Date Improvement Goal Achieved:</b>  <b>Date all Action Steps completed:</b>

<b>Systemic Factor 4, Item 32 Action Steps/Benchmarks</b>	<b>Projected Dates of Completion</b>	<b>Tasks</b>
<b>Action Step #1:</b> The CDSS will use the C-CFSR county self-assessment and System Improvement Planning processes to determine how initial and on-going training is provided in the counties. <b>(Cross-reference to Systemic Factor 4, Item 33)</b>		
CDSS will identify training concerns and/or disparities and make recommendations for improving training across the State, including the development of a common core curriculum for new workers and supervisors	06/04	1. CDSS will convene and support a statewide training task force that includes state staff, county staff and training staff. (06/03) <input checked="" type="checkbox"/> <b>Completed. CDSS, in partnership with the California Social Work Education Center (CalSWEC), convened the Statewide Training and Education Committee (STEC) on June 6, 2003. Membership includes representatives from state, county, educational institutions, the Regional Training Academies, Tribal/Tribal Organizations and agencies involved in the</b>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Systemic Factor 4, Item 32 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>initial and ongoing training of social workers. The STEC has met on July 14, August 11 and September 14, 2003, to make recommendations for improving training across the State. Initial work has focused on the development of a standardized core curriculum and on training to orient supervisors to the evolving CWS environment in California. The STEC will meet regularly during the next 18 months to assist the Department to meet the training commitments articulated in the PIP.</p> <p>2. CDSS, in consultation with the statewide training task force, will identify on-going training data for counties to include in the C-CFSR county self-assessment and develop an outline for counties to report the data. (10/03)  <input checked="" type="checkbox"/> <i>No report due this quarter</i></p> <p>3. CDSS will provide the counties, upon request, by telephone and e-mail, with technical assistance to resolve policy questions related to training data (12/03)  <input checked="" type="checkbox"/> <i>No report due this quarter</i></p> <p>4. CalSWEC and the RTAs will provide technical assistance to counties regarding the collection and reporting of the data (12/03)  <input checked="" type="checkbox"/> <i>No report due this quarter</i></p> <p>5. The training task force will analyze the training data submitted by the counties in the C-CFSR, and the recommendations from California's Stakeholders Workforce Preparation and Support Group; and make recommendations to support the development of a standardized training program, including a common core curriculum, for new workers and supervisors (06/04)  <input checked="" type="checkbox"/> <i>No report due this quarter</i></p>
CDSS will assess effectiveness of training.	12/04	<p>In consultation with CalSWEC, CDSS will develop a common framework for assessing the effectiveness of training that is aligned with the federal outcomes (12/04)  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></p>
CDSS will monitor state training program.	06/05	CDSS will report quarterly on the completion of these tasks and TA

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Systemic Factor 4, Item 32 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>provided (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05,06/05)</p> <p><input checked="" type="checkbox"/> A statewide training task force has been convened, and initial work has focused on the development of a standardized, core curriculum.</p>
<p><b>Action Step # 2:</b> The CDSS will work with counties, the California Social Work Education Center (CalSWEC) and the Regional Training Academies to develop requirements and competencies for child welfare workers and supervisors with the goal of strengthening case practice. The CDSS will ensure that the contracts with the regional training academies include provisions requiring the academies to develop common core curricula to ensure training in comprehensive family needs assessments, including assessing educational and mental health needs of all children both in-home and out-of-home, and that training is consistent statewide. (Cross-reference to Permanency Outcome 1, Item 9)</p> <p><b>Status reported in Permanency Outcome 1, Item 9</b></p>		
<p><b>Action Step #3:</b> The CDSS will provide training to child welfare and probation supervisors on good case planning practice, including involvement all family members in case planning and the need to visit with parents when such visits are part of the plan; comprehensive assessment of all children's needs; assessing all in-home children's educational needs and assessing all in-home children's mental health needs (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Items 17, 18 &amp; 20; Well-Being Outcome 2, Item 21; Well-Being Outcome 3, Item 23; Systemic Factor 2 Items 25 &amp; 28)</p> <p><b>Status reported in Permanency Outcome 1, Item 9</b></p>		
<p><b>Action Step #4:</b> The CDSS will work with the regional training academies to ensure that child welfare managers and supervisors receive priority training, using standardized curricula, on evidence-based techniques for mentoring new and seasoned staff.</p>		
<p>CDSS will implement a mentoring component into supervisor training.</p>	<p>06/05</p>	<ol style="list-style-type: none"> <li>1. CDSS will include the role of the supervisor as mentor as a component of the early training on new initiatives that will be required to be provided to all supervisors (12/03)  <input checked="" type="checkbox"/> No report due this quarter.</li> <li>2. CalSWEC and the RTAs will utilize the results of the evaluation of the models of mentoring to develop a mentoring component which will be included in the supervisory common core curriculum (09/04)  <input checked="" type="checkbox"/> No report due this quarter.</li> </ol>
<p>CDSS will monitor the implementation of training for supervisors on their role as mentors.</p>	<p>06/05</p>	<p>CDSS will report quarterly on the achievement of these tasks, including the number of supervisors receiving the training. (12/04, 03/05, 06/05)</p> <p><input checked="" type="checkbox"/> No report due this quarter.</p>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Systemic Factor 4, Item 32 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<b>Action Step #5:</b> The CDSS will work with the Resource Center for Family Focused Practice to ensure that relevant probation officers receive priority training on child welfare requirements including concurrent planning, and visitation requirements and the TPR process		
The existing curriculum for probation officers will be enhanced and updated.	09/03	<p>CDSS will facilitate activities between the Center for Family Focused Practice and the Chief Probation Officers of California (CPOC) to update and enhance the existing curriculum to include concurrent planning and visitation requirements and TPR. (09/03)</p> <p><input checked="" type="checkbox"/> <b>In progress. The Center for Family-Focused Practice has established an advisory committee with CPOC, CDSS, and County CWS to analyze and prioritize the training needs assessment. The advisory committee is completing the initial development of curriculum materials and implementation strategies. Projected completion timeframe is 12/04 with training sessions to commence 1/04.</b></p>
CDSS will monitor the provision of technical assistance to counties to promote the application of quality case practice and development of systems of support to strengthen quality case practice.	06/04	<p>1. The contract with the Center for Family Focused Practice will be modified to increase the number of days of consultation to county probation departments from 15 to 30 days (07/03)</p> <p><input checked="" type="checkbox"/> <b>In progress. The current contract is under negotiation.</b></p> <p>2. The contract with the Center for Family Focused Practice will be modified to increase the number of days of training for probation officers from 10 to 20 days (07/03)</p> <p><input checked="" type="checkbox"/> <b>In progress. The current contract is under negotiation.</b></p> <p>3. Each quarter, at least three counties will receive consultation to prepare for practice changes consistent with the PIP and the Child Welfare Redesign (06/04)</p> <p><input checked="" type="checkbox"/> <i>No report due this quarter.</i></p>
CDSS will monitor the provision of training to probation officers.	06/05	<p>1. Each quarter, 75 probation officers will receive training on child welfare requirements, including concurrent planning, visitation requirements the adoptability of older children and availability of post adoption services and financial assistance, and the TPR process (06/04).</p>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Systemic Factor 4, Item 32 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<input checked="" type="checkbox"/> <i>No report due this quarter.</i> 2. The Center for Family Focused Practice will provide data regarding the number of counties receiving consultation and the number of probation officers receiving training each quarter (06/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 3. CDSS will report quarterly on number of probation officers trained. (9/04, 12/04, 3/05, 6/05) <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
<b>Action Step #6:</b> The CDSS will conduct focused training regarding Indian Child Welfare Act (ICWA) requirements and cultural considerations of Native American children for both county staff and tribal ICWA workers. The CDSS will measure ICWA compliance using the C-CFSR process. This training will include training for Indian tribes on their rights and responsibilities regarding intervention on Indian Child Welfare Act cases. (Cross-reference to Permanency Outcome 1, Item 9; Permanency Outcome 2, Item 14; Systemic Factor 2, Item 28; Systemic Factor 2, Item 32) <b>Status reported in Permanency Outcome 1, Item 9</b>		
<b>Program Contact: Nina Grayson</b>		

**California Program Improvement Plan  
Quarterly Report  
Reporting Period: July – September 2003**

**Systemic Factor 4, Item 33**

<b>Improvement Goal:</b> We will establish and implement statewide minimum requirements for the ongoing training of existing staff by June 30, 2005	June 30, 2005:
<b>Frequency of Measurement:</b> Progress will be tracked quarterly	Quarterly Progress:  <b>September 2003:</b> Draft requirements for ongoing training have been completed. Preliminary recommendations for training requirements are being reviewed. December 2003: March 2004: June 2004: September 2004: Dec 2004: March 2005: June 2005:
<b>Determination of Goal Achievement:</b> This goal will be achieved when statewide minimum training requirements for existing staff are in place.	<b>Date Improvement Goal Achieved:</b>  <b>Date all Action Steps completed:</b>

<b>Systemic Factor 4, Item 33 Action Steps/Benchmarks</b>	<b>Projected Dates of Completion</b>	<b>Tasks</b>
<b>Action Step 1:</b> The CDSS will use the C-CFSR county self-assessment and System Improvement Planning processes to determine how on-going training is provided in the counties and to address gaps in ongoing training identified in the C-CFSR process. <b>(Cross-reference to Systemic Factor 4, Item 32)</b>		
<b>Action Step 2:</b> The CDSS will establish requirements for ongoing, consistent statewide training of existing staff, with a focus on areas needing improvement as identified by the C-CFSR including comprehensive family needs assessments, and assessing the educational and mental health of all children, both in-home and out-of-home		

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Systemic Factor 4, Item 33 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
Develop requirements for annual ongoing training	03/04	<p>CalSWEC and CDSS will draft requirements for ongoing training in consultation with the statewide training task force (09/03)</p> <p><input checked="" type="checkbox"/> <b>Completed. The draft requirements have been completed. The Statewide Training and Education Committee (STEC) will review the preliminary training requirements drafted by an Ad Hoc group of county representatives and regional training academy representatives at a meeting on February 14, 2003. The STEC will continue discussions during subsequent meetings on the draft recommendations.</b></p>
CDSS will implement training requirements.	07/04	<ol style="list-style-type: none"> <li>1. CDSS will finalize requirements for ongoing training, specifying content, number of hours, acceptable methods of training delivery, and county verification and reporting requirements and format (03/04)  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> <li>2. CDSS will issue instructions to counties via ACL that all child welfare workers must meet the ongoing training requirements (06/04)  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> <li>3. CDSS will provide written technical assistance to facilitate implementation of the on-going training requirements (07/04)  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> </ol>
Monitor the implementation of ongoing training requirements.	06/05	<p><b>CDSS will report quarterly on the achievement of these tasks and on the number of existing staff receiving the common curricula (09/03, 12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05)</b></p> <p><input checked="" type="checkbox"/> <b>The STEC is continuing discussions of the February 14, 2003, draft recommendations during their meetings in order to finalize the requirements of ongoing training.</b></p>
<b>Program Contact: Nina Grayson</b>		



**California Program Improvement Plan  
Quarterly Report  
Reporting Period: July – September 2003**

**Systemic Factor 4, Item 34**

<b>Improvement Goal:</b> A standard core curriculum will be developed and used to train caregivers in all counties by June 30, 2005	June 30, 2005:
<b>Frequency of Measurement:</b> Progress will be tracked quarterly	<b>Quarterly Progress:</b>  <b>September 2003:</b> The Resource Family Training Workgroup members have been identified and the group has been convened. December 2003: March 2004: June 2004: September 2004: Dec 2004: March 2005: June 2005:
<b>Determination of Goal Achievement:</b> This goal will be met when a standard core curriculum is developed and all caregivers are trained.	<b>Date Improvement Goal Achieved:</b>  <b>Date all Action Steps completed:</b>

<b>Systemic Factor 4, Item 34 Action Steps/Benchmarks</b>	<b>Projected Dates of Completion</b>	<b>Tasks</b>
<b>Action Step 1:</b> The CDSS will work with the counties, community colleges, and other children's stakeholders to develop a standard core curriculum for all caregivers. This process will consider differing needs of different caregiver groups.		
The CDSS will convene a workgroup to identify and assess caregiver training needs, existing statewide caregiver training including, training curricula and delivery systems.	09/03	CDSS and the Chancellor's Office will jointly identify members of the statewide caregivers training workgroup (09/03) <input checked="" type="checkbox"/> <b>Completed.</b> CDSS and the Chancellor's Office have identified members of the "Resource Family Training Workgroup". The first meeting of the workgroup was held on September 30, 2003, and the group began the process of developing a statewide survey to identify the current curricula being utilized by counties and community colleges to train foster parents and relative caregivers.
The CDSS, in conjunction with the workgroup, will conduct a comprehensive	12/04	1. The workgroup will convene to develop the statewide survey and assessment (09/03)

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Systemic Factor 4, Item 34 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
statewide survey of current caregiver training programs. The survey will include information from the Chancellor's office of Community Colleges Foster and Kinship Care Education Statewide Advisory Committee, Foster Parent Associations and all counties		<input checked="" type="checkbox"/> <b>Completed. The workgroup convened on September 30, 2003.</b> 2. The workgroup will convene to assess the survey information and begin the process of developing recommendations for the standard core curriculum and other training (12/03) <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 3. The CDSS will conduct a statewide caregiver training needs assessment. (03/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 4. The CDSS will analyze and make recommendations as to any needed changes to caregiver training. (12/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
Standard Core Curriculum will be implemented for all caregivers	06/05	1. In consultation with the workgroup, CDSS will adopt a standard core curriculum, that includes the caregiver's role in good case planning, and will develop materials and a training plan for implementation by the counties and the community colleges (06/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 2. CDSS will utilize the Chancellor's Office Foster and Kinship Care Education Program (FKCE) and other state and national resources to support implementation of the curriculum (06/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 3. A minimum of three counties/community colleges will field test the standard core curriculum and provide feedback on any needed revisions (12/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 4. CDSS will instruct counties via ACL that all new caregivers must be trained to the standard core curriculum beginning (03/05) <input checked="" type="checkbox"/> <i>No report due this quarter</i> 5. CDSS will provide written technical assistance to facilitate implementation of the core curriculum (3/05) <input checked="" type="checkbox"/> <i>No report due this quarter</i> 6. In the first year of implementation, the state's goal will be to train

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Systemic Factor 4, Item 34 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		at least 2,500 new caregivers statewide, using the new standard core curriculum. (6/05) <input checked="" type="checkbox"/> <i>No report due this quarter</i>
The CDSS will monitor the delivery of caregiver training	06/05	The CDSS will report quarterly on the achievement of these tasks and the number of caregivers trained (9/03, 12/03, 3/04, 6/04, 9/04, 12/04, 3/05, 6/05) <input checked="" type="checkbox"/> <b>The Resource Family Training Workgroup members were identified and the group was convened.</b>
<b>Action Step #2:</b> Ensure that county C-CFSR self-assessment and System Improvement Plans include ongoing assessment of strengths and needs of caregiver groups in their county.		
The CDSS will provide technical assistance to help counties implement their plans	06/05	1. CDSS will develop instructions for counties regarding inclusion of caregiver needs in C-CFSR self-assessment and SIP processes. (01/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i> 2. CDSS will provide T/TA as requested by counties as they develop Self-assessments and SIPs (09/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
The CDSS will review and approve county plans after submittal and monitor implementation of the caregiver component	06/05	CDSS will review and approve county C-CFSR SIPs and report quarterly on county implementation of caregiver component (09/04, 12/04, 03/05, 06/05) <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
<b>Program Contact: Nina Grayson</b>		

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

**Systemic Factor 5, Item 36**

<b>Improvement Goal:</b> Of counties where service gaps are identified in the C-CFSR process, 20% of the counties will have addressed at least one identified service gap by June 30, 2005.	June 30, 2005:
<b>Frequency of Measurement:</b> Progress will be tracked through the annually updated SIPs and the county C-CFSR quarterly reporting system.	<b>C-CFSR Quarterly Data: No report due this quarter.</b>  March 2004: June 2004: September 2004: Dec 2004: March 2005: June 2005:
<b>Determination of Goal Achievement:</b> The goal will be achieved when 20% of the counties have addressed at least one identified service gap by June 30, 2005.	<b>Date Improvement Goal Achieved:</b>  <b>Date all Action Steps completed:</b>

<b>Systemic Factor 5, Item 36 Action Steps/Benchmarks</b>	<b>Projected Dates of Completion</b>	<b>Tasks</b>
<b>Action Step 1:</b> The CDSS will develop and implement a framework for a differential response system as part of the CWS Redesign process. (Cross-reference to; Safety Outcome 1, Item 2a; Safety Outcome 1, Items 3 & 4; Well-Being Outcome 1, Item 17) <b>Status reported in Safety Outcome 1, Item 2a</b>		
<b>Action Step #2:</b> Each county, using the C-CFSR system, will identify its service gaps for youth, Native American children, and African American children, and develop county system improvement plans to address those gaps. This process also will include gap analysis for services needed to prevent removal and include steps to reduce those gaps <b>(Cross-reference to Systemic Factor 5, Item 37)</b>		
All county Self Assessments will be complete by 06/04.	06/04	Counties will identify strengths and/or weaknesses of their service array in each of the Self Assessments. The CDSS will review and approve county Self-Assessment plans. (06/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Systemic Factor 5, Item 36 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
All county SIPs will be complete by 09/04.	09/04	<ol style="list-style-type: none"> <li>1. CDSS will compile the promising practices deployed in high performing counties as identified in their Self-Assessments. (07/04)  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> <li>2. CDSS will provide technical assistance to assist high priority counties with the development and implementation of the strategies to address service needs in their SIPs, including the need for increasing specific services. TA will be based on promising practices learned through the Self-Assessments of high performing counties. (07/04-09/04)  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> </ol>
CDSS will monitor and document county progress in transferring promising practices	06/05	<ol style="list-style-type: none"> <li>1. High priority counties will include in their SIPs, actions to address service gaps for counties, as well as recommendations for the Federal and State governments regarding resource issues. (08/04)  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> <li>2. CDSS will know when service gaps are addressed through the annually updated SIP and the quarterly C-CFSR reporting of progress on increased service capacity in accordance with the SIP defined targets. (09/04, 12/04, 03/05, 06/05)  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> <li>3. Quarterly reports will also include well-being indicators on health and mental health services, and educational needs included in the C-CFSR Matrix, #5 and 6. (03/04, 06/04, 09/04, 12/04, 03/05, 06/05)  <input checked="" type="checkbox"/> <i>No report due this quarter.</i></li> </ol>
<b>Action Step #3:</b> . The CDSS will sponsor a Family Strengths Training Institute between the State, counties and interested stakeholders which will cover programs, policies, and current and pending legislation in child welfare, including the Independent Living Program, the Indian Child Welfare Act, Wraparound Services, culturally appropriate community based services and other initiatives. This Institute provides an opportunity to update and exchange information about promising practices among managers and staff from child welfare services, juvenile probation, and community based organizations. <b>(Cross-reference to Systemic Factor 5, Item 37)</b>		

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

<b>Systemic Factor 5, Item 36 Action Steps/Benchmarks</b>	<b>Projected Dates of Completion</b>	<b>Tasks</b>
Training Institutes will be held, and participant evaluations will be conducted of workshops, training tracks and the overall institutes to determine the effectiveness of the training and information exchange.	10/03	<input checked="" type="checkbox"/> <i>No report due this quarter.</i>
<b>Action Step #4:</b> CHHS will work with CDSS, California Department of Mental Health (DMH), the California Department of Alcohol and Drug Programs (ADP), Department of Health Services (DHS), Department of Developmental Services (DDS), Department of Justice, California Department of Education (CDE) County Welfare Directors Association (CWDA), Chief Probation Officers of California (CPOC), and the State First Five Commission to ensure that children and families in the California child welfare services system receive the appropriate priority for services across systems. In addition, as part of the C-CFSR county Self-Assessment process, the state will review and approve the county plans and use this information to identify and remove any systemic barriers identified by counties. (Cross-reference to Safety Outcome 1, Item 2A; Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 17) <b>Status reported in Safety Outcome 1, Item 2A</b>		
<b>Action Step #5:</b> The CDSS will create a clearinghouse to disseminate information to counties and provide technical assistance (see glossary) to help implement promising and evidence-based practices.		
A Request for Proposal (RFP) for an Evidence-Based Practice Clearinghouse will be issued.	06/03	<input checked="" type="checkbox"/> <b>Completed 9/03. The RFP was issued and the posting of the contingent award will be 11/03. The project will begin January 2004.</b>
An Evidence-Based Practice Clearinghouse and Advisory Body will be developed	09/04	<input checked="" type="checkbox"/> <i>No report due this quarter.</i>
<b>Program Contact: Action Steps 1 &amp; 5: Eileen Carroll; Action Steps # 2, 3 &amp; 4: Nina Grayson</b>		

**California Program Improvement Plan  
Quarterly Report  
Reporting Period: July – September 2003**

**Systemic Factor 5, Item 37**

<b>Improvement Goal:</b> Of counties where improvement is needed, as identified in the C-CFSR process, for (1) service array for youth and Native American and African American children, and (2) case plans are generic and lack an individualized approach, 20% of the counties will have addressed at least one identified service gap by June 30, 2005.	June 30, 2005:
<b>Frequency of Measurement:</b> Progress will be tracked using the quarterly C-CFSR reports and completion of action steps	<b>C-CFSR Quarterly Data: No report due this quarter.</b>  March 2004: June 2004: September 2004: Dec 2004: March 2005: June 2005:
<b>Determination of Goal Achievement:</b> The goal will be achieved when 20% of the counties have addressed at least one identified service gap in individualized case planning by June 30, 2005.	<b>Date Improvement Goal Achieved:</b>  <b>Date all Action Steps completed:</b>

<b>Systemic Factor 5, Item 37 Action Steps/Benchmarks</b>	<b>Projected Dates of Completion</b>	<b>Tasks</b>
<b>Action Step 1:</b> The CDSS, through the CWS Redesign, will begin developing and implementing a statewide comprehensive assessment approach to safety and well being that includes safety, risk, protective capacity and comprehensive family assessment approaches throughout the life of the case. (Cross-reference to Safety Outcome 1, Item 2A & 2B; Safety Outcome 2, Items 3 & 4; Permanency Outcome 1, Item 5; Well-Being Outcome 1, Item 20) <b>Status reported in Safety Outcome 1, Item 2A</b>		
<b>Action Step #2:</b> The CDSS will work with counties to ensure that they integrate issues of fairness and equity toward racial or ethnic groups into all decisions made by the child welfare service system. This process will include ongoing technical assistance to the counties on issues such as cultural competence, intake processes, services designed to prevent entry into foster care, and foster parent recruitment. (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Item 17; Systemic Factor 2, Item 28; Systemic Factor 7, Item 44) <b>Status reported in Permanency Outcome 1, Item 9</b>		

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Systemic Factor 5, Item 37 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<b>Action Step #3:</b> Each county, using the C-CFSR system, will identify its service gaps for youth, Native American children, and African American children, and develop county system improvement plans to address those gaps. This process also will include gap analysis for services needed to prevent removal and include steps to reduce those gaps (Cross-reference to Systemic Factor 5, Item 36) <b>Status reported in Systemic Factor 5, Item 36</b>		
<b>Action Step #4:</b> The CDSS will sponsor a Family Strengths Training Institute between the State, counties and interested stakeholders which will cover programs, policies, and current and pending legislation in child welfare, including the Independent Living Program, the Indian Child Welfare Act, Wraparound Services, culturally appropriate community based services and other initiatives. This Institute provides an opportunity to update and exchange information about promising practices among managers and staff from child welfare services, juvenile probation, and community based organizations. (Cross-reference to Systemic Factor 5, Item 36) <b>Status reported in Systemic Factor 5, Item 36</b>		
<b>Action Step #5:</b> The CDSS will work with the National Resource Center on Foster Care and Permanency Planning and/or Special Needs Adoptions around issues of recruitment of foster parents for older youth and to represent the ethnic and racial diversity of children in care. (Cross-reference to Safety Outcome 1, Item 2b; Permanency Outcome 1, Item 9) <b>Status reported in Safety Outcome 1, Item 2b</b>		
<b>Program Contact: Action Steps 1 &amp; 2: Eileen Carroll; Action Steps # 3 &amp; 4: Nina Grayson; Action Step #5: Pat Aguiar</b>		



**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

**Systemic Factor 7, Item 42**

<b>Improvement Goal:</b> The State will ensure that all State/County licensing and approving staff are trained on and apply the same licensing/approval standards to all foster family homes.	June 30, 2005:
<b>Frequency of Measurement:</b> CDSS will track the delivery of statewide training of staff performing relative approvals and licensing to ensure consistency and accuracy	<p>Quarterly Progress:</p> <p><b>September 2003:</b> Regulations have been promulgated. Training of staff performing relative approvals and licensing has been conducted and continues throughout the State. CDSS is monitoring county compliance, and technical assistance is continuing to be provided to counties.</p> <p>December 2003:</p> <p>March 2004:</p> <p>June 2004:</p> <p>September 2004:</p> <p>Dec 2004:</p> <p>March 2005:</p> <p>June 2005:</p>
<b>Determination of Goal Achievement:</b> County and state staff receive consistent training and all action steps are complete.	<p><b>Date Improvement Goal Achieved:</b></p> <p><b>Date all Action Steps completed:</b></p>

Systemic Factor 7, Item 42 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
<b>Action Step 1:</b> The State has instituted a formal process for relative approvals.		
CDSS developed and implemented the relative approval assessment process	06/03	<p>1. Developed comprehensive process including formal process to resolve correctable deficiencies, that the home can be approved with a corrective action plan put into place. (06/02)</p> <p><input checked="" type="checkbox"/> <b>Completed.</b></p> <p>2. The CDSS will promulgate new regulations to include relative assessment/approval process. (06/03)</p> <p><input checked="" type="checkbox"/> <b>Completed. The regulations to include the relative assessment/approval process were drafted and sent through the approval process. They were approved by the State Office of Administrative Law on July 23, 2003. They</b></p>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Systemic Factor 7, Item 42 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
		<p>are awaiting printing for final distribution.</p> <p>3. CDSS issued ACL's and CFL's to provide instructions for the process until regulations are in place. Clients have a formal appeal process to resolve disputes. (08/02, 11/02, 12/02 &amp; 06/03)</p> <p><input checked="" type="checkbox"/> <b>Completed. ACIN number I-17-03, describing the relative monitoring approval process of counties, was issued 6/12/03. An All County Fiscal Letter regarding deferrals is in process.</b></p>
CDSS will monitor the effectiveness of county compliance with relative assessment criteria through long-term monitoring	06/05	<p>1. CDSS is monitoring county compliance online with relative approvals and assessments using CWS/CMS. (01/03)</p> <p><input checked="" type="checkbox"/> <b>Monitoring has begun, and as of the end of the quarter, 27 counties have been reviewed.</b></p> <p>2. Online review examines a statistically valid sample of all relative placement cases for compliance with Title IV-E regulations, and reviews for appropriate follow up on assessments and corrective action. (01/03)</p> <p><input checked="" type="checkbox"/> <b>Monitoring has begun and as of the end of the quarter, 27 counties have been reviewed.</b></p> <p>3. Any case found to be out of compliance with Title IV-E requirements will be removed from the federal claim. CDSS will address problems that surface during foster family home approvals and report quarterly. (10/02; 12/03; 03/03; 06/03; 09/03; 12/03; 03/04; 06/04; 09/04; 12/04; 03/05; 06/05)</p> <p><input checked="" type="checkbox"/> <b>Completed. An All County Fiscal Letter regarding claim instructions for any necessary adjustments to claims for relative/non-relative extended family members, as a result of the monitoring efforts being undertaken, has been drafted. It will be released in October 2003.</b></p>
<b>Action Step #4:</b> CDSS institutes a formal process to train all state and county foster care licensing/approval staff on applying the same licensing/approval standards.		
Training will be provided to all existing state and county foster care licensing/approval	06/05	<p>1. CDSS' Community Care Licensing completed 12 training sessions on licensing foster homes to train over 300 state and county</p>

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

Systemic Factor 7, Item 42 Action Steps/Benchmarks	Projected Dates of Completion	Tasks
staff on the new licensing/approval standards for foster family homes		<p>licensing staff. (08/02)</p> <p><input checked="" type="checkbox"/> <b>Completed.</b></p> <p>2. The CDSS contracted with subject matter experts to provide technical assistance to the Department and counties on various aspects of continuing ASFA compliance implementation, including training counties statewide related to initial assessment/approval and annual re-assessment of relative caregiver homes begin 6/03. (06/05)</p> <p><input checked="" type="checkbox"/> <i>No report due this quarter.</i></p>
Training will be provided to all newly hired state and county foster care licensing staff on the licensing/approval standards for foster family homes.	06/05	<p>1. CDSS conducted 31 statewide training sessions for county staff related to the initial assessment/approval and annual reassessment of relative caregiver homes. Up to six more sessions will be offered as needed and ongoing training will be incorporated into staff training. (06/05)</p> <p><input checked="" type="checkbox"/> <b>Although no report is due this quarter, four additional training sessions have been held statewide. Technical assistance continues to be provided to counties.</b></p> <p>2. CDSS will conduct at least three licensing staff training academies annually to train new staff. (09/03, 09/04)</p> <p><input checked="" type="checkbox"/> <b>No new licensing staff have been hired in recent months; therefore, a licensing staff training academy has not been needed since Spring 2003. As new staff are hired, academies will be scheduled to train them on the process.</b></p>
<b>Program Contact: Action Steps 1 &amp; 2: Pat Aguiar</b>		

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

**Systemic Factor 7, Item 44**

<b>Improvement Goal:</b> Each county will implement a state-approved recruitment plan that reflects the racial and ethnic diversity of children in care by June 30, 2005.	June 30, 2005:
<b>Frequency of Measurement:</b> Measurements of progress will be reported through the annually updated recruitment plans as part of the SIPs	
<b>Determination of Goal Achievement:</b> The goal will be achieved when each county has implemented a State approved recruitment plan that reflects the racial and ethnic diversity of children in care.	Date Improvement Goal Achieved:  <b>Date all Action Steps completed:</b>

<b>Systemic Factor 7, Item 44 Action Steps/Benchmarks</b>	<b>Projected Dates of Completion</b>	<b>Tasks</b>
<b>Action Step #1:</b> The CDSS will provide technical (see glossary) assistance to high priority counties (see glossary) to identify and implement promising practices that reduce multiple placements and improve continuity of family relationships and connections. The CDSS will develop a promising practices guide that will contain successful practices from high performing counties, such as using team review process (including parents and child as appropriate) before a child is moved to a second placement and family engagement practices to improve case planning. Additionally, the State will work to increase the number of counties, including Los Angeles County, that use the Family to Family program. (Cross-reference to Safety Outcome 1, Item 2a; Permanency Outcome 1, Item 6; Permanency Outcome 2, Item 14; Well-Being Outcome 1, Items 17, 18; Systemic Factor 2, Items 25 & 28) <b>Status reported in Safety Outcome 1, Item 2a</b>		
<b>Action Step #2:</b> The CDSS will develop a legislative proposal to conform the currently separate statutory licensing and adoption approval processes into a consolidated home study process. This will speed up the time it takes to adopt a child and reduce the number of moves a child makes while in out-of home care. Upon enactment of this legislation, the CDSS will ensure that it is implemented statewide. (Cross-reference to Safety Outcome 1, 2b; Permanency Outcome 1, Items 6 & 9; Systemic Factor 2, Item 28) <b>Status reported in Safety Outcome 1, Item 2b</b>		
<b>Action Step #3:</b> The CDSS will issue an All County Information Notice clarifying diligent recruitment efforts and strategies for improving recruitment. (Cross-reference to Systemic Factor 2, Item 28) <b>Status reported in Systemic Factor 2, Item 28</b>		
<b>Action Step #4:</b> To the extent permissible with the Multiethnic Placement Act and other state and federal statute, we will begin collecting race/ethnic information on foster and adoptive parents.		

**California Program Improvement Plan**  
**Quarterly Report**  
**Reporting Period: July – September 2003**

<b>Systemic Factor 7, Item 44 Action Steps/Benchmarks</b>	<b>Projected Dates of Completion</b>	<b>Tasks</b>
Develop capacity to collect data	12/03	CDSS will coordinate with UC Berkeley, CDSS' Research and Development Division (RADD) and C-CFSR staff to collect data in a useable format on all caregivers and children. (12/03) <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
Collect race/ethnic information on foster and adoptive parents.	06/05	Information will be collected quarterly by county and tracked at State and county level to ensure counties are aware of unmet needs in terms of caregivers. (12/03, 03/04, 06/04, 09/04, 12/04, 03/05, 06/05) <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
Use data to assess the effectiveness of recruitment efforts, such as comparing the race/ethnicity of foster/adoptive families with the children in care within each county	09/04	Information will be provided to counties as a part of the baseline data used to prepare their C-CFSR Self-Assessment and SIPs beginning 12/03. (09/04) <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
CDSS will monitor the counties' progress toward recruiting caregivers that reflect the racial and ethnic diversity of children in care	06/05	CDSS will track the recruitment plans in county SIP's. Data will be used to track progress quarterly. (06/04, 09/04, 12/04, 03/05, 06/05) <input checked="" type="checkbox"/> <i>No report due this quarter.</i>
<b>Action Step #5:</b> As part of the C-CFSR self-assessment and planning processes, counties will identify unmet placement resource needs, including foster and adoptive parents for special needs and older children. Each county will develop a recruitment strategy as part of their plan. (Cross-reference to Permanency Outcome 1, Item 6; Systemic Factor 2, Item 28) <b>Status reported in Permanency Outcome 1, Item 6</b>		
<b>Action Step #6:</b> The CDSS will work with counties to ensure that they integrate issues of fairness and equity toward racial or ethnic groups, specifically African and Native American children, into all decisions made by the child welfare service system. This process will include ongoing technical assistance (see glossary) to the counties on issues such as cultural competence, intake processes and foster parent recruitment. (Cross-reference to Permanency Outcome 1, Item 9; Well-Being Outcome 1, Item 17; Systemic Factor 2, Item 28; Systemic Factor 5, Item 37) <b>Status reported in Permanency Outcome 1, Item 9</b>		
<b>Action Step #7:</b> CDSS will issue a ACIN to counties to clarify existing policy and to highlight importance of seeking adoptive homes for children of all ages and special needs; and availability of AAP payments to families when child is adopted regardless of age or special needs. (Cross-reference to Permanency Outcome 1, Item 9 and Systemic Factor 4, Item 28.) Status reported in Permanency Outcome 1, Item 9		
<b>Program Contact: Action Steps 1, 2, 3, 4, 5 &amp; 7: Pat Aguiar; Action Step 6: Eileen Carroll</b>		